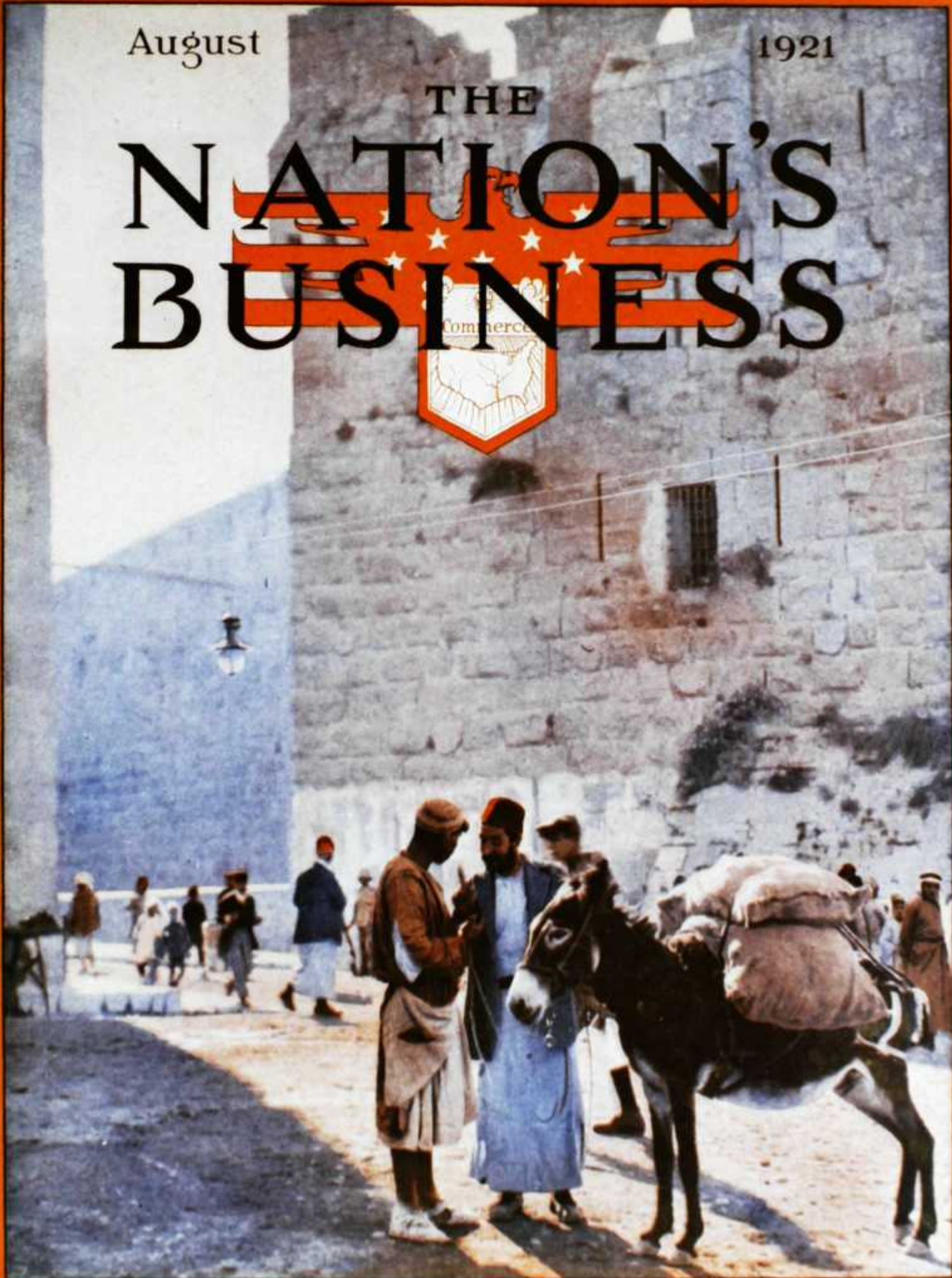


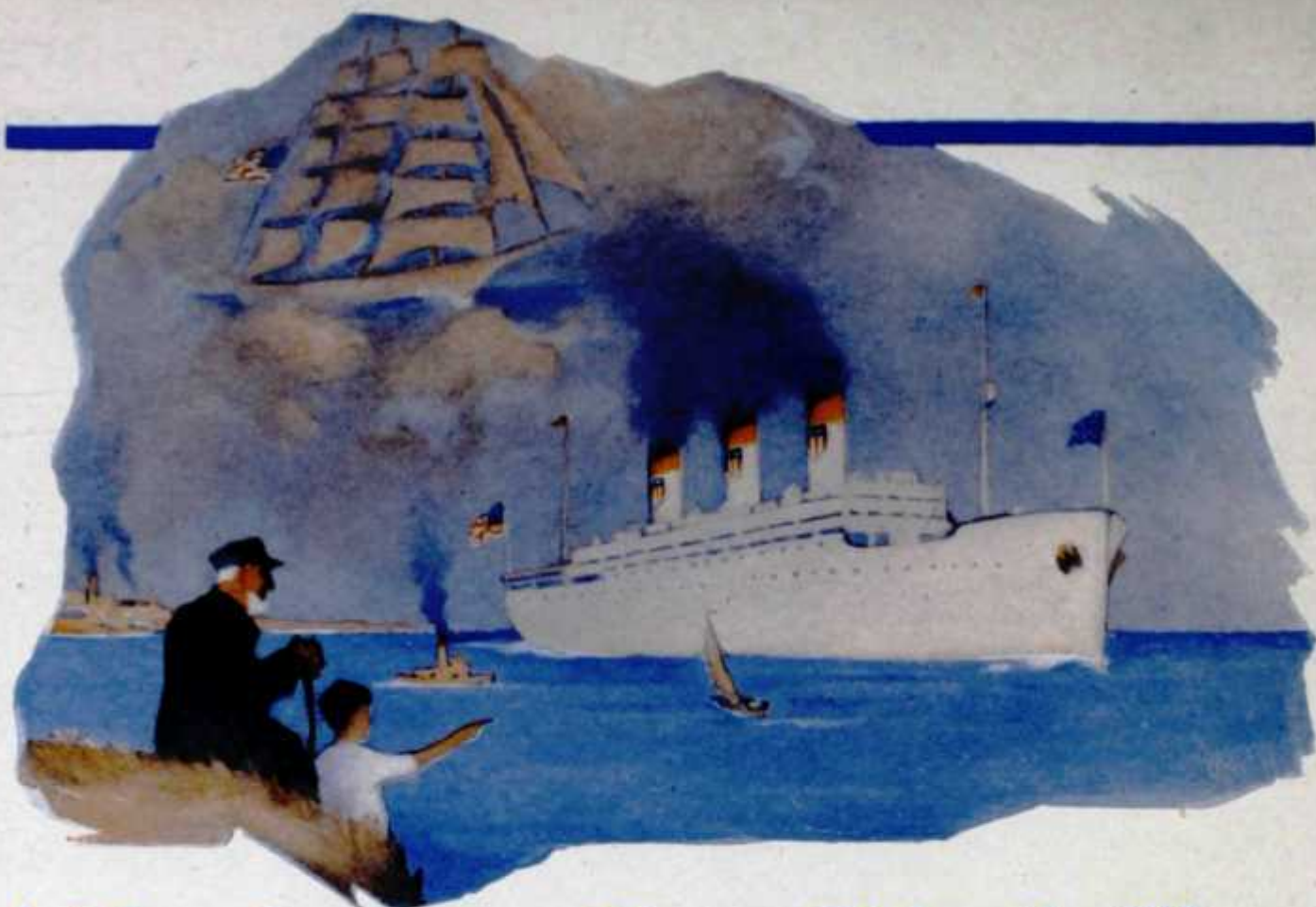
August

1921

THE NATION'S BUSINESS



Published by the Chamber of Commerce of the United States



A New American Clipper Rides the Waves

ONCE again American business possesses a great merchant marine. The world becomes the market place for American goods—and the products of the uttermost lands come back to enrich our lives.

This great fleet of ships is America's own—in truest sense. These ships are yours; your taxes support them, if they require support; you pay for them whether you use them or not! Why not use them? Ship and sail in American bottoms!

The American owned and officered merchant marine of freighters, tankers and luxurious passenger ships offers every accommodation for commerce and travel.

New Combination Speedy Passenger and Freight Ships are Available for Your Ocean Voyages

LATEST PASSENGER SAILINGS AND EXPRESS FREIGHT SERVICE

EUROPE

Boulogne and London

From New York

August 15—September 20—Old North State (159).

July 30—September 6—Centennial State (159).

Bremen and Danzig

From New York

July 30—September 10—Princess Matruka (159).

August 20—Hudson (159).

August 10—September 22—Potomac (159).

Naples and Genoa

From New York

Pocahontas (159).

Plymouth, Cherbourg and Bremen

From New York

July 26—August 27—September 28—America (159).

August 3—September 3—October 4—George Washington (159).

SOUTH AMERICA

Rio de Janeiro, Montevideo and Buenos Aires

From New York

August 3—Harris (91).

August 17—Aerius (91).

August 31—Southern Cross (91).

Key number after ship's name indicates operator in list below.

OPERATORS

91 Munson Steamship Line

67 Wall Street, N. Y., Tel. Bowling Green 3300.

105 Pacific Mail S. S. Co.

10 Hanover Sq., N. Y., Tel. Bowling Green 4630.

106 The Admiral Line

17 State Street, N. Y., Tel. Bowling Green 5625.

L. C. Smith Bldg., Seattle, Wash.

159 U. S. Mail S. S. Co., Inc.

45 Broadway, N. Y., Tel. Whitehall 1200.

98 Ward Line

Post Wall St., N. Y.



FAR EAST

Honolulu, Yokohama, Kobe, Shanghai, Manila, Hongkong

From San Francisco

August 6—Golden State (105).

August 30—Hoosier State (105).

Yokohama, Kobe, Shanghai, Hongkong, Manila,

From Seattle

July 30—Keystone State (106).

August 27—Wenatchee (106).

HAWAII, PHILIPPINES, EAST INDIA

Honolulu, Manila, Saigon, Singapore, Colombo,

Calcutta

From San Francisco

August 14—Crede State (105).

September 14—Wolverine State (105).

COASTWISE AND HAWAII

Havana, Canal, Los Angeles, San Francisco and Hawaiian Islands

From Baltimore

July 30—Buckeye State (80).

September 3—Hawkeye State (80).

80 Matson Navigation Co.

120 Market Street, San Francisco, Cal.

26 South Gay Street, Baltimore, Md.

FOR SAILINGS OF FREIGHT SHIPS TO ALL PARTS OF THE WORLD WRITE DIVISION OF OPERATIONS, TRAFFIC DEPARTMENT, U. S. SHIPPING BOARD EMERGENCY FLEET CORPORATION, WASHINGTON, D. C.

3½ Miles of Mathews Conveyers

in the World's Largest Raisin Packing Establishment

(Extracts from a letter received from Mr. G. G. Watson, Operating Manager of the California Associated Raisin Co., Fresno., Calif.)

THE CALIFORNIA ASSOCIATED RAISIN COMPANY operated 26 plants in the San Joaquin Valley, where 44 per cent of the world's raisin crop is produced.

"Before the forming of the California Associated Raisin Co., the total output of California was 70,000 tons yearly. It was thought impossible to sell another pound. In 1920 the California Associated Raisin Co. alone handled 160,000 tons.

Some Interesting Figures

"If all the seedless raisin cartons used by the California Associated Raisin Co. last year were placed end to end they would reach from Fresno, California, to Constantinople, a distance of 9,340 miles. Nearly 20,000,000 board feet of lumber were necessary to furnish the wood packing cases. It would take the average mill ten months to cut and saw this lumber.

"11,000 gallons of silicate of soda were used to seal the paper cartons. This is as much as the winter rainfall.

18,850 Feet of Mathews Conveyers in Use

"The variety and extent of these manufacturing processes and the fact that Mathews Conveyers are used in practically every one of them, testifies most eloquently to the flexibility of the conveyers.

"In the old days all of our raw and packed goods were moved about the packinghouse on old-fashioned floor trucks entailing a large labor expense, endless confusion and expensive wear and tear on the floor. Whether the distance is long or short, we are able with a small section of gravity conveyor to almost eliminate the floor truck.

"In the shipping and warehouse departments of our largest plants at Sun Maid City a continuous conveyor system of belt lifts and gravity drops leaves no spot in the place more than 16 feet from the main conveyor.

"We have installed in our plant at present 18,850 feet of Mathews Gravity Conveyor."

MATHEWS

SPEED ECONOMY
GRAVITY ROLLER CONVEYER

The above extracts make further comment unnecessary, except that we maintain engineering service departments in all principal cities.

Our nearest engineer will be glad to lay out a system to meet your special needs and give you an estimate of the cost. This service will not obligate you in any way.

Write today for catalogue.

MATHEWS GRAVITY CARRIER COMPANY

148 Tenth Street, Elwood City, Penna.

Branch Factories: Port Hope, Ontario--London, England.



No. 1. Empty boxes and cartons entering packing room on Mathews Belt Conveyers.



No. 2. Packed cases and cartons of raisins descending by Mathews Gravity Roller Spiral to floor below.



No. 3. Another similar line of Gravity Rollers and spiral conveyers (there are three such lines in all).



No. 4. Mathews Belt Conveyers carrying unpacked packages to automatic check weighers.



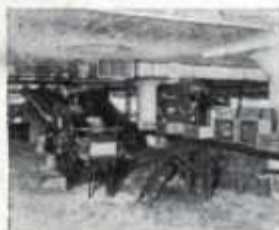
No. 5. Gravity Roller Conveyers delivering packages to automatic check weighers.



No. 6. Containers delivered to sealing machines on Mathews Gravity Rollers. Capacity 1,000 packages per hour.



No. 7. Another installation similar to one at left.



No. 8. Boxes arriving at lidding machines; thence by belt booster to distributing belt shown in Fig. 10.



No. 14. Removable Gravity Roller Section for crossing car tracks.



No. 13. Shipping platform. Belt conveyor extends full length.



No. 12. Right—Main line to storage room. Left—Main artery to shipping platform.



No. 11. Five Mathews conveyers cincting to main distributing belt conveyor at the same time.



No. 10. The two main distributing belt conveyers—capacity 5,000 packages per hour each. All conveyor lines previously shown converge here.



No. 9. Boxes of bulk raisins being weighed and lidded on Mathews Roller Conveyers.

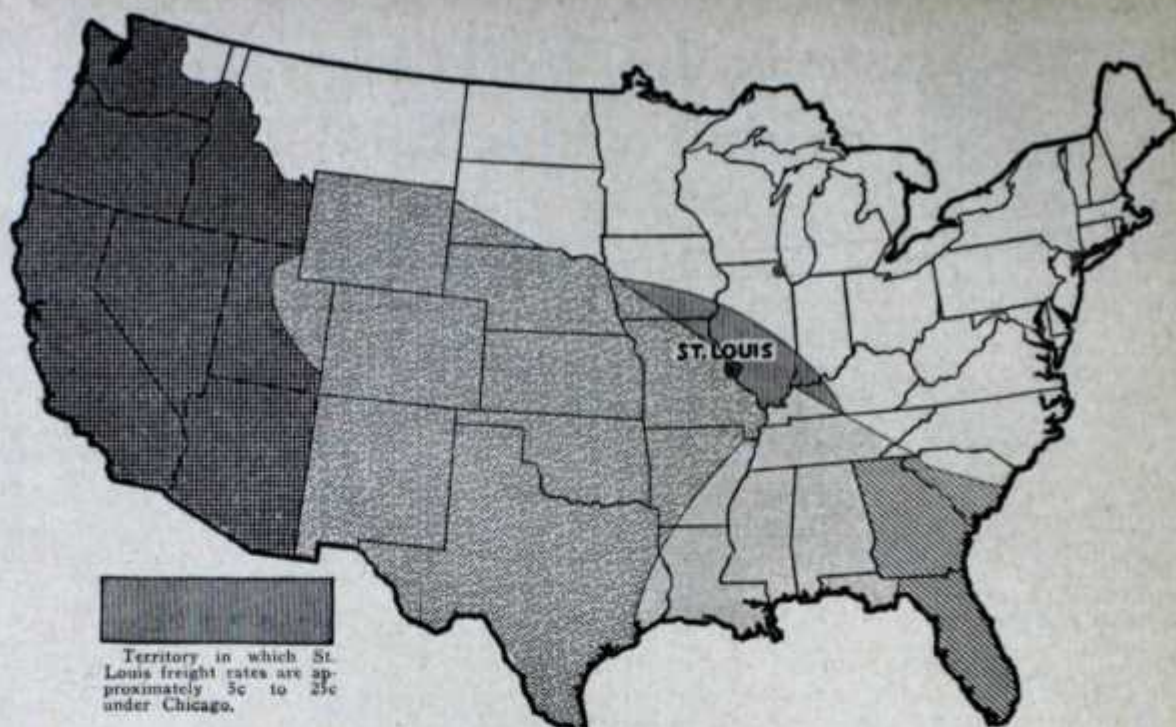
Territory in which St. Louis railroad freight rates are approximately 66c to \$1.27 under New York and 15c to 30c under Chicago.

Territory in which St. Louis railroad freight rates are approximately 30c under Chicago and 75c to \$1.84 under New York.

Territory in which St. Louis railroad freight rates are approximately 23c to 40c under Chicago and 16c to \$1.25 under New York.

Territory in which St. Louis railroad freight rates are approximately 40c under Chicago.

Territory in which St. Louis freight rates are approximately 3c to 25c under Chicago.



St. Louis is Solving Business Problems

AS THE United States emerges from the readjustment period, business will become more and more a matter of keen competition. Economy of manufacture and distribution will be the determining factors in both extension and retention of markets. Competition with foreign makers as well as with American products is to be met with goods manufactured and distributed at lowest costs.

The tendency of modern business is to eliminate unnecessary handling of goods. If you are reaching your raw materials and your markets from the edge of things, instead of from the center, you are doing business at a disadvantage. The history of successful manufacture and the greatest net earnings throughout the world have shown a movement toward the centers of raw materials, assured fuel resources and nearness to consuming markets.

The far-sighted heads of industry who are looking to the future and are solving the problems of production and distribution NOW will be the successes of the prosperous days ahead.

The map above shows why St. Louis is the center of economical production and distribution. No other metropolis with equal distribution facilities is so close to basic materials, fuel resources and large consumption of finished products. St. Louis is the market of the Mississippi Valley, Middle West and Far West—the most rapidly developing territory in the United States.

St. Louis manufacturers reach two-thirds of the country's buying power with a shorter freight haul and better service via 26 railroads and the Mississippi River than those of New York, Chicago and other big industrial points—besides shipping on one bill of lading to the ports of the world via U. S. river service, at 20% under rail rates.

In looking to the future, our booklet "St. Louis as a Manufacturing Center" will help you. A letter will bring it. Address

General Secretary
St. Louis Chamber of Commerce
 St. Louis, U. S. A.

Ship from the Center—not the Rim

Through the Editor's Spectacles

WHEN WE TOOK our pen in hand to begin this salutation to our readers, the editorial shirt parted from the back of the editorial chair with marked reluctance. Dancing heat waves outside and the drone of the faithful office fan verified the conviction that the hot days of summer were really at hand.

Editors know that during this season people do not want to be served with a heavy diet of reading any more than they want beefsteak for lunch; they know that the reading public is in no mood for sermonizers or those pale souls who maintain that all things are going to the dogs and insist on trying to prove it. Wherefore there has grown up among the so-called popular magazines the custom of putting out in August their "mid-summer fiction numbers."

THE NATION'S BUSINESS is a magazine of fact. We cannot, therefore, regale our August readers with tales of fancy in which standardized heroes contend for the hands of standardized heroines, while villains—100 per cent vile—are thwarted in their dastardly designs. But we believe we have something better.

They say that truth is stranger than fiction. We contend that in the broad field of commerce are true stories as gripping as any that can be imagined by creators of fiction. In this faith we present our August number—devoid of fiction, but with true tales that make just as good reading.

IN PREPARING a cover for this "Stranger than fiction number" we wanted to carry out our adherence to fact. Therefore, we chose a photograph rather than a design from the hand of an artist.

The successful candidate was the picture of the Jaffa Gate of Jerusalem, taken in the early morning. There is in the background a significant anachronism—a modern electric arc light. In another part of the magazine Frederick Simpich tells how the ancient East is waking to the possibilities of trade with Western countries and offering new markets for foreign goods.

We showed the picture to H. H. Dick, of the Consular Bureau of the State Department, and he was so moved by the memories it aroused that he wrote this description to go with it:

The Jaffa Gate at Jerusalem is built at the intersection of the main highways from Jaffa and Bethlehem. It was the principal sally point for the armies of Israel in their wars against the Philistines. Originally it was connected with the massive Tower of David by a wall. But in 1898 when the former German war lord visited the Holy Land, the connecting wall was torn down and the ancient moat filled in to enable the grand monarch triumphantly to enter the Sacred City!

The battle scarred ramparts of David's Tower escaped destruction in 70 A.D., at the hands of Titus, who was in command of the famous Tenth Legion of Rome. In this pile of gray stones hundreds of thousands of swallows find nesting places. Through the ages it has looked down upon the triumphs and disasters of war and upon the efforts of men to earn a livelihood by barter and trade.

In the early morning, farmers, as in the days of old, bring their produce for display beneath the walls. One sees oranges from Jaffa, figs from Bethlehem, grapes from the Plains of Sharon, and vegetables from irrigated gardens.

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Cover Photograph by Publishers' Photo Service

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Otis Bldg., Chicago

Union Bldg., Cleveland

As the official magazine of the National Chamber, this publication carries authoritative notices and articles in regard to the activities of the Chamber. But in all other respects, the Chamber is not responsible for the contents of the article or for the opinion to which expression is given.

This spot is now guarded by the British, and the arc light hangs over the site of a once famous Turkish hanging ground. At times as many as five bodies could be seen swaying in unison to the morning breeze. The fellaha (farmer) in the foreground would have been seen gazing at the gibbets, instead of holding his donkey and endeavoring to drive a hard bargain with the potato merchant.

Twenty-five times has Jerusalem been destroyed, and turbulence is always at hand. It is to be hoped that in the days to come, Moslem and Christian, Jew and Gentile, will bear in mind the lamentations of David:

"Jerusalem, Jerusalem, peace be within thy wall and prosperity within thy palaces!"

LATER: Another government official, whose labors had taken him into the East, agreed with everything Mr. Dick said, except that the man with the donkey was a potato merchant. He declared that the contours plainly indicated bottles, and that there probably was cognac inside.

WE asked the Mellon Institute of Industrial Research for some information the other day. The Assistant Director, W. A. Hamor, came instantly to bat with a letter containing this paragraph:

The Institute subscribes to THE NATION'S BUSINESS, and, accordingly, I am familiar with the high character and editorial plan of this periodical; I think a paper of demochemical type will be of interest to the readers of THE NATION'S BUSINESS and will usefully supplement the articles by Hendrick, Howe, and Slosson.

We are grateful to Mr. Hamor for three things: his assistance to us, his tribute to THE NATION'S BUSINESS, and the word "demochemical."

TOO many letters like the following might spoil us, but occasionally they do us good. This made us forget the heat all one July day:

Permit me to congratulate you upon your June magazine. To me its appeal is excep-

DURAND STEEL LOCKERS



WE specialize on the manufacture of steel lockers and steel racks and shelving, devoting to these products the best thought and skill available.

It stands to reason that we know how to make good lockers at a reasonable price. Efficient specialization improves quality without increasing cost.

On this policy we have built a business and a reputation.

We make also Steel Racks, Bins and Shelving. Catalogues on request.

DURAND STEEL LOCKER CO.
1511 Ft. Dearborn Bank Bldg. Chicago
511 Park Row Bldg. New York

tionally strong. And to me, more and more your periodical seems to be finding itself, growing in strength, recognizing its niche and its sphere of need.

With the growing demand for such periodicals as yours and the *Literary Digest*, which make for general enlightenment and education rather than entertainment or diversion, one gets a more determined belief in the permanence of democratic institutions and in a rational solution by the masses for the problems that confront us and the dangers that lurk in autocratic, group and class aggression.

HERBERT JONES.

SOMETIMES the magazine article produces an unexpected result by stirring folks up. C. B. Harman, secretary of the Southern Sash, Door and Millwork Manufacturers' Association, read "What Government Can Do," by Herbert Hoover, in our June number, called the attention of the members of his association to it, and added:

Our object through this message is to give information and publicity to the serious position in which Mr. Hoover places the building industry, of which we are a part. . . .

What are we going to do about it? Shall we sit idle in our swivel chairs and receive this statement without a murmur? If we do, we stand condemned in the eyes of the public and new construction will slide back regardless of what we may do by taking further losses on present costs.

Our views are:

If Mr. Hoover's statements are incorrect, as to lumber and millwork in the South, we should say so, both to Mr. Hoover and the public, and without delay.

If Mr. Hoover's statements are correct, then we say that we should rectify matters immediately.

Neither can be done single handed. It will take some close work, the finest kind of cooperation, and a lot of facts and figures.

We would suggest a consultation at as early a date as can be arranged in Atlanta, Ga.

The consultation should last as long as necessary to get the facts and we should then go to it.

If we are right we should assert it plainly and intensively to the consumer.

If we are wrong and are slackers, we should get right and that quick.

And now Mr. Harman tells us that the plans for a conference are rapidly taking shape.

HORSES are being knocked out faster than ever," in the mournful opinion of Thomas H. Gordnier of Watts, California. Mr. Gordnier's interest was aroused by our May utterance, "A Revival of Horses," and by the figures in our June number on fatal accidents in the United Kingdom caused by horse-drawn vehicles, under the heading "Not Ready for the Museum Yet." He writes:

The number of farm tractors in use is about doubling each year. Registered stallions in Wisconsin decreased from 2,437 in 1918 to 1,688 in 1920. Same in Michigan, 1,228 in 1918 and 1,068 in 1919. Ohio had 965,000 horses in 1917 and 862,000 in 1919.

The motor car is receiving new inventions every few days and is therefore becoming more efficient as a horse knocker. Cows, sheep and poultry are much higher than in 1915, but the horse is a drug on the market at a lower price. One hundred and sixty horses were recently sold in Portland, Oregon, for chicken feed. The very low price of horses shows that the decrease in their number in the last few years has been too slow. Hence, those who have mares should refuse to breed them.

A WORTH-WHILE magazine article keeps its momentum long after the date of publication. In our February issue, Dr. Eliot of Harvard wrote for us on the business man's duty toward our present day problems of education. On June 17, Mrs.

Completeness



Hangers that Go Up

NO matter how well conceived, no matter how intelligently designed, no matter how carefully engraved, no matter how well printed—a hanger must "go up" to fulfill its purpose in being.

No matter what the subject, we try to manufacture hangers that "go up."



"The Mark of Quality"

**The
Matthews-Northrup
Works**

*Planners • Designers • Engravers
Printers • Binders*

New York Buffalo Cleveland

Gertrude Stevens Ayres, Secretary of the Progressive Education Association, asked for more copies of the article and says:

The article has done much to awaken interest in the work of this Association. The 3,000 which we obtained from you have been sent all over the country from Bangor to Honolulu. Many have requested extra copies, while the Superintendent of the public schools of Seattle ordered 100.

Here's another case: In December of last year, THE NATION'S BUSINESS printed an article on "The Human Side of Banking" which told of the unusual things banks and trust companies had done for customers. In June comes a friendly letter from a woman 'way down South who says:

I read some time since your article, "The Human Side of Banking" which I found very interesting and which gave me some hope of being advised out of my difficulties.

THERE may be a moral to this or it may be just a good story. Anyway it's old. All stories are. But it amused some to whom it was told by George D. Bailey, Detroit manager of Ernst and Ernst:

After all, the one thought to bear in mind in preparing a statement for credit purposes is that the creditor is really, if only temporarily, a partner in the business and as such is entitled to complete information.

There is of course the story of the manufacturer who, on his death bed, called in his son and requested that his pallbearers be selected from the bankers of the city in which he lived.

"All bankers, Father?"

"All bankers," answered Father. "They have carried me most of my life and are entitled to carry me after I am gone."

THE SOUTHERN farmer seems really to have cut his cotton acreage this year, "30 per cent less than a year ago" is Archer Wall Douglas's report. In the past one trouble was that each farmer saw a chance to profit by raising cotton at a time when others were turning to other crops. The result was the same old crop of cotton.

Fifty years ago, Sidney Lanier, the Georgia poet, described what went on in the verses called "Jones's Private Argument":

And the only thing (says Jones) to do
Is, eat no meat that's boughten,
But tear up every I. O. U.
And plant all corn and swear for true
To quit a'raisin' cotton!

So Jones preached. Here's what he practised:

And presently says he: "Hit's true
That Clisby's head is level.
Thar's one thing farmers all must do,
To keep themselves from goin' tew
Bankruptcy and the devil!

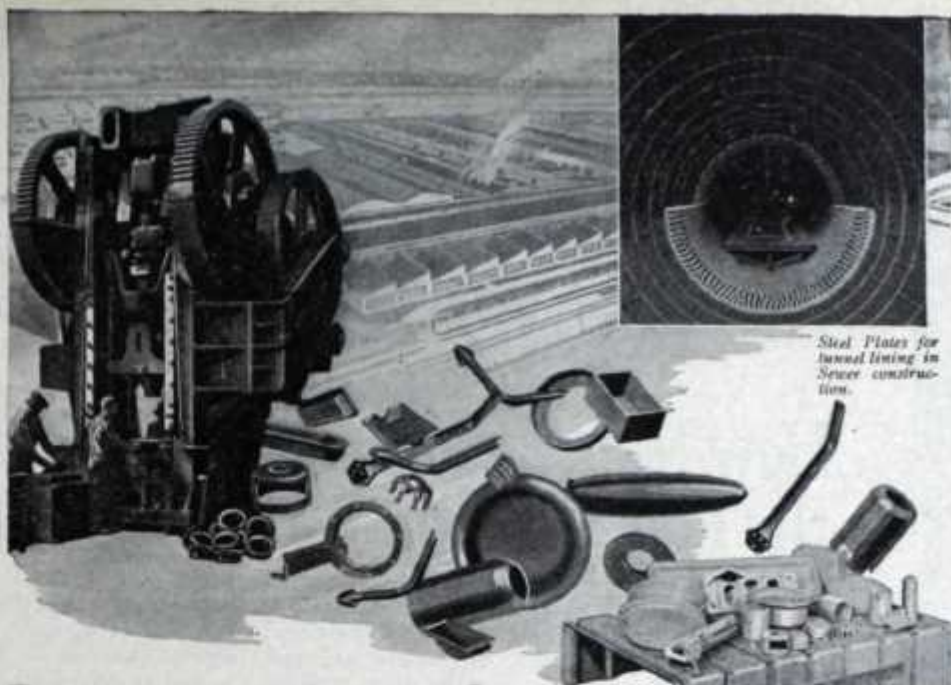
"More corn! more corn—must plant less ground,
And mustn't eat what's boughten!
Next year they'll do it: reasonin' sound,
(And cotton will fetch 'bout a dollar a pound),
Tharfore, I'll plant all cotton!"

IN the days of depression it is our duty to note with approval all efforts to stimulate business. THE NATION'S BUSINESS has received this:

Gentlemen: There is no better plan to solve the high cost of living for your women employees, than to let them buy their hair nets on a cooperative basis, and thereby receive the same wholesale prices as we allow the largest department stores in the country who buy in great quantities. This is the very essence of wholehearted cooperation.

But a lot of them wear
their hair hobbled.

M.T.



Steel Plates for tunnel lining in sewer construction.

Let us make it for you

*Railroad Equipment
Electrical Equipment
Household Appliances
Automotive Parts*

For any of your steel parts made by stamping, shearing, punching, slotting, bending, forming or welding you will find our plant facilities unsurpassed. So long as it is steel, whether made from plates, strips, sheets, flats or bars, let us make it for you. Our steel fabricating equipment is complete, including presses, shears, punches, drills, welders and machine shops for dies.

Our engineering force will be glad to work with you in designing steel parts for your product. Our long experience will be valuable to you in saving you money and giving you a better product. This service is yours without obligation.

Write for information, suggestions and quotations

TRUSCON STEEL COMPANY, YOUNGSTOWN, O.

Warehouses and Sales Offices in Principal Cities

Truscon Steel Co., Youngstown, O.
I am interested in steel parts for

Name _____

Address _____



◆ TRUSCON ◆
PRESSED STEEL

*Douglas Fir
Northern White Pine
Idaho White Pine
Western Soft Pine*



*Western Hemlock
Washington Red Cedar
Red Fir and Larch
Norway Pine*

How Manufacturer and User Can Co-operate in the Proper Utilization of Our Timber Resources

LUMBER plays such a vital part in American life that its proper utilization becomes a matter of interest to every citizen.

In home building, in commercial and industrial structures, on the farm, and in the manufacture and distribution of countless articles of everyday use, lumber is an essential factor.

Yet people generally have taken lumber too much for granted.

Too many users, from force of habit, demand clear boards for concealed uses where lower grades would serve the purpose; or insist on wide boards in long lengths where narrower pieces in shorter lengths would fill the need at a saving in both cost and handling.

It may be a new thought to many that the percentage of clear lumber produced is relatively small—that wide boards of a high grade are naturally more difficult to obtain—and that each log produces a great variety of grades and lengths and sizes, all to be marketed to the best advantage if the lumber manufacturer is to perform the greatest economic service.



The product of a modern sawmill falls into three general classifications—the "Clear" or "Select" type, which is practically free from physical defect; the "Shop" or "Factory" type of knotted lumber, in which the knots are so grouped that clear cuttings may be obtained for various factory uses; and the "Common" type, in which the knots and other imperfections are scattered over the piece.

Because of the wide distribution of their product and the variety of customers they serve, it is possible for the Weyerhaeuser mills to market all of the different types of

lumber and all of the many grades and sizes of each type that the logs, with the aid of the most scientific and modern sawmill equipment, can be made to yield; and so, to utilize each log to the best advantage.

If the users of lumber will consider their needs, not in the light of tradition or habit, but as they can be most efficiently met, they will not only fill their needs more economically but at the same time, through proper utilization, do their share, in a most practical way, toward the conservation of our still vast timber resources.



What we advocate is conservation and economy through the use of the right wood and the right grade in its proper place.

To this end we will supply to lumber dealers and to the public, any desired information as to the qualities of the different species and the best wood for a given purpose.

This service will be as broad and impartial as we know how to make it. We are not partisans of any particular species of wood. We advise the best lumber for the purpose, whether we handle it or not.

From now on the Weyerhaeuser Forest Products trade-mark will be plainly stamped on our product.

When you buy lumber for any purpose, no matter how much or how little, you can look at the mark and know that you are getting a standard article of known merit.

Weyerhaeuser Forest Products are distributed through the established trade channels by the Weyerhaeuser Sales Company, Spokane, Washington, with branch offices and representatives throughout the country.

WEYERHAEUSER FOREST PRODUCTS

SAINT PAUL • MINNESOTA

Producers of Douglas Fir, Western Hemlock, Washington Red Cedar and Cedar Shingles on the Pacific Coast; Idaho White Pine, Western Soft Pine, Red Fir and Larch in the Inland Empire; Northern White Pine and Norway Pine in the Lake States.



Do You Drive ?

Standard Oil Company
"Drive-in" Filling Station—
Hydraulic Steel Building.

Yesterday, you replenished "power" at the wayside watering trough. Today, you get "gas" at a steel filling station—perhaps a Hydraulic Steel Building.

If you drive "*The Most Beautiful Car in America*," a Hydraulic Steel Building helped produce it. A Hydraulic Steel Building may have been instrumental in the production of your tires. Some parts of the car you ride in are actually of Hydraulic manufacture—frames, rims and tire bases.

The automobile industry, along with many other industries, has found Hydraulic Steel Buildings, from "little to big," cost-saving, efficient, readily adapted to individual need, and, in short—to provide most satisfactorily the desired manufacturing or storage space for which they are selected.

The Hydraulic Steel Building catalogue which explains the savings, together with estimates, will be mailed you upon request, or, if desired, a representative will call.

THE HYDRAULIC STEELCRAFT COMPANY of THE HYDRAULIC STEEL COMPANY CLEVELAND, OHIO.

BRANCH SALES OFFICES:

New York Singer Bldg.	Chicago Fisher Bldg.	Detroit Book Bldg.	St. Louis Commercial Bldg.	Philadelphia Land Title Bldg.
	Atlanta Rhodes Bldg.		Richmond, Va. Amer. Nat. Bk. Bldg.	
Indianapolis Public Savings Bldg.		Memphis 1244 So. Orleans St.	Dallas 1606 Main St.	



Paige-Detroit Motor Car Company, Detroit, Mich. Manufacturers of "*The Most Beautiful Car in America*." Hydraulic Steel Building—300 feet long, 60 feet wide, 15 feet high.



Akron Pigment Company, McIntyre, Ga. Pigment for automobile tires. Hydraulic Steel Building—100 feet long, 40 feet wide, 15 feet high.



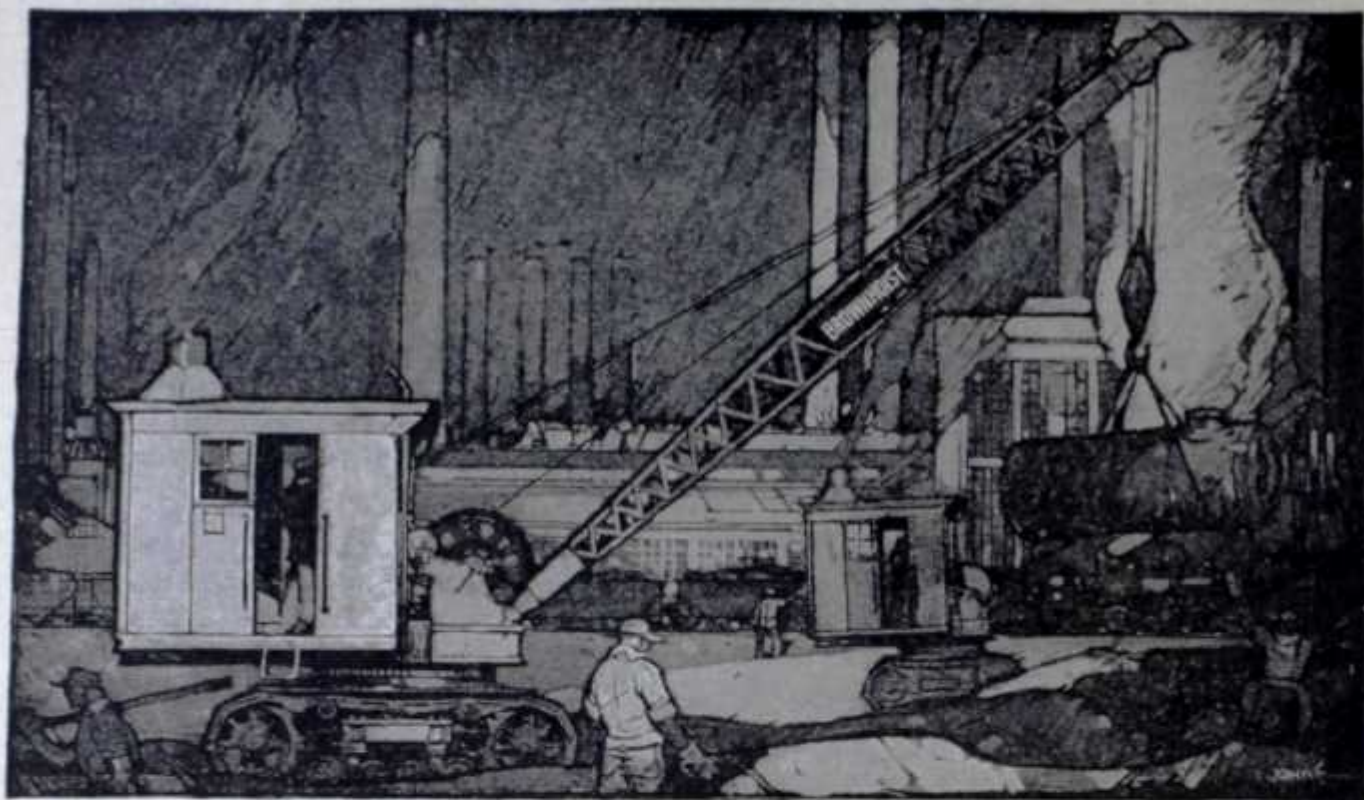
Applying roof and wall sheets to steel frame work. These sheets are formed of a special copper-bearing steel—exceptionally rust-resisting—known as HY-COP.

Hydraulic Steel Buildings are trim, with costly bulk eliminated—sturdily built, strong and substantial in every way.



HYDRAULIC STEEL BUILDINGS

Standardized



Brownhoist No. 2 Locomotive Crane with crawler truck equipment and 30 foot boom and bottom block

Cutting Material Handling Costs More Than Half

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NATION'S BUSINESS

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At Last—a National Budget!

And General Dawes, the first Director, begins with typical energy his campaign to introduce Uncle Sam to better business methods in his financial affairs

By SILAS BENT

WITH the beginning of this fiscal year on the first of July, the Government of the United States undertook to do business on a business basis. On that day the new Budget Bureau came into existence, with Charles G. Dawes as its energetic director; and amid a great pothor in official life, the task was begun of balancing departmental income and outgo on scientific lines.

To the surprise of Washington, Mr. Dawes moved for immediate action. The new act provided that a budget should be submitted to Congress next December for the ensuing fiscal year, but President Harding and Mr. Dawes agreed that the departments could run even before that on less money than had been appropriated for their use, and that economies should begin at once. For the first time in history, Cabinet officers, bureau heads, and responsible subordinates were assembled in a single gathering, over which Mr. Harding presided, to reduce administrative costs.

An evangelical ardor pervaded this meeting. President Harding said he stood sponsor for it, and declared that there was "not a menace in the world today like that of growing public indebtedness and mounting public expenditures." He presented Mr. Dawes, who, in the course of an hour's talk, promised recognition for the submerged tenth in Washington.

"I want these bureau chiefs before me," he said, "for the first time collectively confronting their business leader, the President of the United States, to know that now he has taken charge of the Government's business machine, they will no longer remain submerged, but that by the President and his Cabinet heads, they are now regarded as the only ones who in this im-

mediate emergency must be chiefly depended upon to reduce the present terrible cost of governmental administration."

And then Mr. Dawes told about what he called "an historic walk":

I am glad to say that in this situation already,

so far as the Treasury Department is concerned, and as indicating what kind of a man is today at the head of the Treasury Department, in his conception of the necessities of the present and future of the Budget Bureau—I am glad to say that the Secretary of the Treasury walked upstairs to my office—one of his subordinate bureau chiefs—because he regarded it as necessary in connection with a call from me for information needed by the President of the United States. That will be an historic walk in the annals of the Budget Bureau.

At the conclusion of the meeting, Mr. Dawes asked those who would pledge their cooperation in reduction of expenditures to stand, and the entire audience arose. Official Washington, under the spell of the new Director's eloquence and earnestness, committed itself en masse to smash the Washington tradition of extravagance.

To be effective, the cuts must be made in thirty days. The United States, the last great country to come round to a budget system, went at it in a fever of vigor once it was under way. Already the House of Representatives, which has eleven committees empowered to consider various appropriations, has set about forming a single committee to attend to this work. In the Senate there are fifteen such committees, but as this is written no step has been taken toward consolidating their activities. The new legislation brought drastic changes in the procedure of legislative as well as administrative branches of the Government, and the up-and-coming energy of Mr. Dawes heightened the excitement.

The new bureau is assigned to the Treasury Department, and the wide, cool, and peaceful south corridor on the third floor of that building looked, on June 24, as though a cyclone had struck it.

Mr. Dawes, in the uniform that he wore when he was a brigadier general in France.



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On that day, long to be remembered among Treasury clerks, a whirlwind blew out of the Middle West through Room 372½ into the dusky depths of the south corridor. It upset swivel chairs, knocked heavy oaken desks askew and left in the hall a litter of filing cabinets and memorandum pads. Soon after its advent, half a dozen stenographers might have been seen pecking disconsolately at typewriters under lights strung for the emergency. Negro hall men, habituated to a stately and soporific existence, stood agape, staring at the muck. And meanwhile, in room 372½, workmen were busy scrubbing the floors and connecting electric buzzers and arranging other desks.

The only casualties recorded after the tornado had passed were a large number of official jobs and the Treasury dignity. All this fuss and stir, it proved, was due to the coming of Mr. Dawes—Brigadier General "Hell and Maria" Dawes—who had left his Chicago post as president of the Central Trust Company of Illinois, at President Harding's insistence, to become Director of the Budget. "General" Dawes, as his subordinates address him, has the reputation of getting things done. Just at the moment he was getting a temporary office in Room 372½. And in getting it he had galvanized the Treasury Department, as an earnest of what was to come.

Mr. Dawes is a plainspoken man, and one might suppose from his famous predilection for profanity that he is a violent man, and would be easily ruffled. But apparently it is not so. Amid all this confusion he seemed as calm as Wellington at Waterloo: a slim, gray-eyed, graying man in the middle fifties, clad in gray flannels and not at all perturbed at the hullabaloo in the south corridor. He compared official Washington a trifle irreverently to an "ossified haymow," and observed that Congress, in its appropriation for the budget machinery, had given him "a toothpick to tunnel Pike's Peak." But he smiled as he said it, with the manner of a man who had tackled tough jobs before and would die game even if he failed.

So far as the confusion was concerned, Mr. Dawes had encountered worse in France, when he found carpetless and ill-equipped quarters awaiting him as the head of that special department of finance which coordinated the economic operations of the Allied and associated armies. The combined operations of these vast organizations included the purchase, allocation and sale of millions of dollars' worth of property, and surpassed in magnitude any similar undertaking in history. Mr. Dawes went to France as a Lieutenant Colonel in the railway engineers, but two months later he was appointed to General Pershing's administrative staff and then was made chairman of the General Purchasing Board. Afterward he was a member of the Allied Purchasing Board and of the Allied Liquidation Commission. He was decorated by France, Belgium and the United States for his services.

Prior to the war, Mr. Dawes had been noted in American finance as a specialist in developing new properties and revitalizing jaded concerns. Born in Marietta, Ohio, he had practiced law in Cincinnati and Lincoln, Nebraska, then had become interested in gas properties in Evanston, La Crosse, and Seattle. He was Comptroller of the Currency in 1897-02, and since then has been president

of the Central Trust Company of Illinois.

These dry facts give no notion of the exceptional driving-power of the new Budget Director. When he testified not long since before a legislative committee investigating the sale of American property in France he

Business Must Continue to Help

FOR A LONG TIME prior to the organization of the national Chamber of Commerce there had been desultory talk about a scientific governmental budget. But the public didn't know much about it, or what it would accomplish. The Taft Commission on Economy and Efficiency issued, in 1912, an admirable report dealing with the subject, but there was no formed nor informed public opinion in regard to it.

The Chamber of Commerce of the United States served as a focus for budget plans, and came to be a radiant center of information about them. It made articulate the wishes of American business men. Its first referendum, I remember, was to determine business opinion in regard to a budget. It submitted a program couched in business terms, and in my opinion took the leading part in the process of educating the public to the need for an adequate balance sheet of Government income and outgo. It has presented the case to Federal legislative committees as well as to its membership. For nine years it has worked unremittingly.

The national Chamber merits much credit for its effective campaign. But its work is not yet ended. Now that we have a Budget Bureau, it is the duty of the Chamber and its members to aid in improving the machinery and to do all in their power to establish the budget as a going success. If the members are conscripted to help in the work, it is equally their duty to serve.

CHARLES G. DAWES,
Director of the Bureau of the Budget.

embellished what he had to say with an occasional cuss word, and with frequent reference to "hell and Maria," a favorite phrase of his; he said afterward that he did this to attract country-wide attention to statements which otherwise might have gone unnoticed.

Mr. Dawes came straightway to Washington after he accepted President Harding's appointment. His annual salary is to be \$10,000—about as much, it is said, as he is accustomed to earn in a month. He expects others to make sacrifices, just as he has. In a formal statement he said:

We all know the desperate condition of the business of the country at present—industrial, agricultural, and commercial—and that it is staggering under a tremendous burden of taxation from which it must be relieved if it is to properly revive. Congress has passed the budget law in order to give the President machinery with which to secure the information necessary for him to direct the reform of Government business administration and save taxes. He asks me to become the Director of the Budget Bureau, whose first and most important duty under this law is to suggest an alternative budget—that is a more economical budget—for the fiscal year ending June 30, 1923.

This alternative budget the President is directed to recommend to Congress on the first Monday of December, five months from this date. In other words, the President is depending on the Budget Bureau within this short time to make a survey of our vast governmental business activities and to suggest improvements therein involving economies, with an estimate of their financial effect. The Congress con-

vening next December must in the ensuing six months make the appropriations for the fiscal year ending June 30, 1923.

Let us see what Congress has done to give the Director of the Budget the machinery to attempt this colossal task, which if we are to get any material relief even so late as the fiscal year ending June 30, 1923, must be practically completed by December 1 of this year. He is given an appropriation of \$225,000 for expenses and employees, and an assistant in each department appointed by the Cabinet head. But from the \$225,000 appropriation, besides the assistant to the Director of the Budget, he can employ for this stupendous work only four men of his own selection at not over \$6,000 each. For the rest of his force he is compelled to take his chances on men to be certified him by the Civil Service Commission.

One might as well be handed a toothpick with which to tunnel Pike's Peak. It is evident if this, the greatest business crisis which our Government has ever confronted, is to be properly met, chief reliance will have to be placed on something else than the pitiful machinery provided by law with which to exercise the wide powers extended to the Budget Bureau.

I am therefore accepting the position of Director of the Budget only with the idea that the patriotism of the bureau chiefs and the country as a whole can be so aroused in this emergency that it will be met as was the emergency of war four years ago.

Unless the bureau chiefs of the departments and the leading business men of the country respond to the call of the President as they did four years ago the situation is hopeless so far as any material relief for two years is concerned from this source.

To these business men whom the President will call to join with him, with the Cabinet, with the Congressional committee of reorganization, with the Budget Bureau, and, above all, with

the bureau chiefs in founding the first great national budget, I have this to say: When the call came to me to take this place I had the same abhorrence of the thought of leaving private life to engage in such a task as you have. Only the thought that if I declined the President's call in a time of business emergency like this I would regard myself as a pusillanimous quitter for the balance of my life, led me to accept.

If there is one of you who, after enjoying the benefits of great prosperity, success and prestige under the protection of a Government which you claim to love, declines to accept this call, except for reasons of life and death, your conscience will be cursed by the same conviction. However great the sacrifice, you will come. When the four months of your service is over, whether it is crowned by success or failure, whether public praise or public criticism results, you will at least have been true to your country.

One of Mr. Dawes' first acts caused a gasp in official circles. He asked that two army officers who had been with him in France, and whom he described as "great coordinators," be assigned to help him. They are Brig. Gen. George Van H. Moseley, former Assistant Chief of Staff in Gen. Pershing's headquarters, and Col. Henry Smit's, formerly Assistant Chief of Staff in the service of supply. He also asked William T. Abbott, his business associate in Chicago, to serve temporarily as Assistant Director of the Budget.

Under the budget bill as approved by the President June 10 last, he must make definite

recommendations to Congress, over his own signature, of appropriations, with estimates of receipts under the present laws, and such proposals as may be necessary for procuring any additional funds needed. This annual budget message, which is expected to become the most widely read document in American political affairs, is intended to take the mystery out of Government finance. It must tell what balances are available, what is the condition of the Treasury and what it is expected to be at the end of the fiscal year, all essential facts about the bonded indebtedness of the Government.

This must be done in accordance with the Book of Estimates, officially known as "The Letter of the Secretary of the Treasury," which does not lend itself to a scientific budget, and is regarded as unworkable for the purposes in view. But there is to be submitted also an alternative budget, prepared without regard to the Book of Estimates, which may follow more businesslike lines. If the alternative budget is acceptable to Congress, it will form a precedent for the budget the following year. To work out an entirely economical and efficient system will require time.

The first scientific budget will be for the fiscal year ending June 30, 1923; but the preliminary work must be completed before Congress convenes for the next session on December 1 of this year. The colossal task ahead of the new Director is easily apparent. The Chamber of Commerce of the United States urged earnestly that the budget bill be passed at the last session, in order that this situation, which imposes a severe handicap on the present administration, might be averted. For the budget and the alternative budget, which should be a statistical analysis,

not a mere accounting record, Mr. Dawes must depend upon his own unremitting toil and the efforts of the men he gathers about him, aided unselfishly by Cabinet officials and bureau heads.

How It Will Work

THE Bureau of the Budget, created under the new act, actually does the work of preparing the budget and supplemental or deficiency estimates; and has the authority to revise, increase or decrease the estimates of Department heads. A budget officer is to be stationed in every Government department. The Bureau must make a detailed study of the activities and methods of the various departments, with a view to reclassification and other changes in their organization, their administration, the reassignment of activities or the regrouping of services for greater economy and efficiency. It will thus wield a vast and a somewhat unpopular power. The new broom will sweep up a lot of departmental dust and is likely to rattle some bureau bones.

The new system means the abolition of some Government posts, although it is not likely that the number of Government officeholders will be decreased. The act creates a General Accounting Office as an independent establishment in charge of the Comptroller General and an assistant comptroller, to serve for fifteen years and appointed by the President with the approval of the Senate, subject to removal by joint resolution of Congress when such officers have been inefficient, guilty of neglect of duty or malfeasance in office. The Comptroller General will receive \$10,000 per annum, and the assistant \$7,500.

The General Accounting Office will have the same duties as those now discharged by

the Comptroller of the Treasury, the six auditors of the Treasury Department and the Division of Bookkeeping and Warrants (except as to preparation of estimates). The Division of Bookkeeping and Warrants of the Treasury Department is to perform the duties of the Division of Public Monies with reference to covering revenues into the treasury, issue of duplicate checks, and certification of outstanding liabilities for payment. The Comptroller General is to prescribe forms, systems and procedure for administrative appropriation and accounting, examine fiscal officers' accounts and claims against the United States. He is also to submit periodically reports as to the adequacy and effectiveness of administrative examination of accounts and claims in the several departments, of departmental inspection of accounts of fiscal officers; and to make recommendations as to legislation necessary to facilitate settlement of accounts, correct wasteful practices and prevent deficiencies in appropriations. He will also conduct such investigations as might be ordered by either House or by committees of either House having jurisdiction over revenues, appropriations and expenditures.

The budget bill was enacted after a nine-year campaign by the Chamber of Commerce of the United States, in which 200 local Budget Committees had collaborated. The Chamber's first referendum dealt with the budget question, and it carried on intensive educational work, sent representatives before committees of the House and Senate, and sought to arouse public sentiment to the imperative need for a budget system; but it was not until the Government was running on a deficit, instead of a surplus, as had been the case prior to the World War, that an acute public demand for it became evident.

How People Pick Their Banks

An official who took the trouble to investigate, discovered facts that upset previous ideas as to what factors have the greatest influence in attracting new accounts

By FRED C. KELLY

HOW MANY bank customers are influenced largely by the manner of the man at the window? And just what does make a person select one bank rather than another?

Nearly everybody, even the humblest of us, sooner or later has dealings with a bank. Many probably go to a particular bank without knowing why. But even when one doesn't know the reason, there nevertheless is a reason. It may be because a bank is so accessible that it represents the line of least resistance. The bank building itself may look so substantial and impressive that the innocent bystander feels a sense of security in dealing there. Or, without recalling where or how, a man may have in the back of his head the vague memory of favorable comments about a bank from certain of its customers.

This whole question of how a bank gets new customers was recently made the subject of an investigation by Mr. George M. Morris, attorney and director in one of the banks in Washington, D. C. Morris had listened to disputes about the value of different kinds of bank advertising. It occurred to him that before a person could judge intelligently which kind of advertising is most effective it might be well to know something

tangible about the seeming total effect of all kinds. He was curious to know, also, how advertising compares with other influences in attracting customers. So he began to ask questions. First he asked his friends verbally:

Why, of all the banks you know, did you select the particular bank where you now deposit your funds?

Why do you continue to be a depositor in that bank?

Why did you sever your former banking connections?

Later he prepared a typewritten questionnaire containing the most common reasons he had heard given in answer to the questions. He sent copies of this questionnaire to a long list of business men in various parts of the country. Each man was asked to indicate which reasons applied to his own case. The questions were put up to men of a great variety of occupations—doctors, lawyers, bankers, farmers, architects, Army and Navy officers, retailers, advertising men, teachers, and others. About the only limitation was that the occupation should require enough intelligence to make the replies worth while.

Among the replies were these from three different officers of the same bank:

"Depositors come here because of the

standing of our officers and directors in the community."

"Our chief sources of new depositors are the satisfied customers we already have."

"We get our depositors because they know this is one of the oldest banks in the city and is capable of meeting any crisis."

Now, here were three experienced bank officers who by virtue of their years of training would be expected to know how to get customers, and what bank customers want. And yet, judged by the information gleaned from depositors themselves, two out of the three bankers' replies were largely wrong. That is, the standing of officers and directors in the community, and the security of the bank, is not, in most instances, the primary influence that brings in new depositors.

People seem to assume that a well-located, prosperous-looking national bank is reasonably well-conducted. While the personnel of the officers and history of the bank indubitably have an important indirect influence, these do not appear to be the immediate, proximate attraction.

In a nutshell, the investigation proved that the biggest asset of a bank is its friendships. The banker who said that their chief source of new depositors was their list of satisfied customers, came very close to hitting the nail on the head. A man likes to deal with friends,

whether in banking or any other business. And when he has no friends in a bank, he is greatly influenced in his choice by his friends who deal there. Between two banks, one of which is older and is conducted by financial pillars, none of whom we know personally, and a newer institution, conducted by friends in whom we have confidence, we are quite likely to go where our friends are. And when a trusted friend says: "I have been dealing with the First National people for years and found them safe and accommodating," the First National has a good chance then and there to gain a new depositor.

Of all who answered the inquiries in this investigation, 23 per cent, or nearly one-fourth, said that they were directed to their bank by friends. An Ohio bank in its circular goes much further and says that 60 per cent of their new business last year originated directly or indirectly from its older depositors. Newcomers in a city are of course especially susceptible to the guidance of friends in making a bank selection.

In contrast with this importance of a bank's friendships, the investigation showed that an astonishingly small number of persons give much heed to the bank "statements" as printed in newspapers. Only four out of one hundred picked their bank primarily because of what they had seen in a published financial statement; and only ten out of the same hundred mentioned the bank statement as even a secondary influence. Similarly, only 13 out of one hundred persons mentioned financial security as of first importance. People want to deal at a bank where their funds are safe, of course, but, as already suggested, they have a tendency to assume that they will have such security in almost any good bank, and their real choice depends on more human elements.

Just as friends are of the greatest importance in getting business, they are of even more consequence in holding business once it is obtained. This is just as true in a bank as in a grocery, or a hotel. A man likes to deal where he may feel that he is known—where people speak to him when he comes in, and seem glad to see him.

Many a bank has an unfortunate selection of employees whose attitude toward new customers often seems to say: "Whatta you doin' in our bank?" And I recall the case of a man about to open a savings account, who changed his mind and went to another bank, because he thought the teller smiled a trifle at the modest size of the deposit.

Other banks make a point of having the officers' desks so placed that it is easy for depositors to get acquainted with them. And they lay great stress on trying to know every depositor by name. Human beings are a vain lot, business men no less than society women, and it is an exceptional person who doesn't feel flattered when his banker appears genuinely pleased to see him. This is perhaps even more true in a bank than in some other kind of business institution—

for most people stand rather in awe of a bank.

To the ordinary layman, banking business is mysterious, a thing apart. I know that I always feel apologetic when I ask a banker to let me have some of my own money. And if when making a deposit I get a friendly nod from one of the men having access to the money bins, it helps to put me comparatively at ease.

This pleasure that a depositor gets from having his name remembered by a bank's officers and employees, and from being treated courteously, is a definite tangible asset to a bank. Indeed, 60 per cent of the people asked gave these as their primary reasons for continuing to deal at their banks. As Mr. Morris remarks in his report on the findings from his investigation: "What a lesson this should be to bank officers! How it should be driven home to employees! If merely speaking to us by name and with a smile, appeals to our vanity, and natural desire for friendship, and is a major factor in holding valuable business, why do banking officers allow themselves ever to forget a face or a name?"

And Why the Cages?

AND it might be added: What a mistake it is for bank officers to have their desks off in little dog-trots, or walled cages where they have scant opportunity to come into daily contact with their customers. Think of all the good will a bank may gain without one cent of cost!

It is significant that while friendship is a far more important item than the security of deposits in attracting new business—inasmuch as a person is inclined to assume that money in any well-regulated bank is reasonably secure—yet the slightest fear about the safety of one's deposit is certain to make a man forget friendship and all other considerations and seek, forthwith, a new banking connection. Discourtesy is another important cause of severing relations with one bank and going to another. The tabulations of the answers received show that nearly everybody keenly resents being refused what he regards as a reasonable loan. It is a serious blow, not only at one's purse, but what is often even more important, a blow at one's pride.

A surprising feature of the whole investigation was the small number of persons who had been attracted to a bank by its advertising. Only three out of one hundred gave "direct advertising" as a chief cause for making a bank selection. And two of these three while declaring that they regarded advertising as a primary influence, nevertheless said that it was not the thing that had attracted them. One of these men was himself in the advertising business, and the other was a salesman of investment securities. The third man, who was at the head of the new business department of a large bank in Chicago, gave the opinion that advertising and convenience of location were equally compelling reasons.

The explanation for this seemingly poor

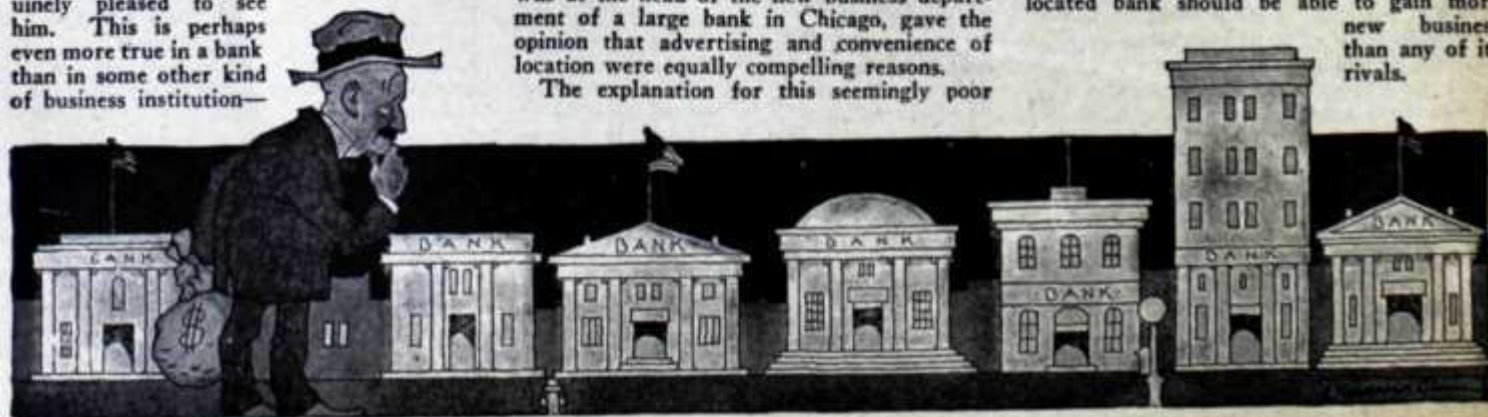
showing made by advertising is probably that many more persons are influenced by advertising than realize it. People gain information about a bank from an advertisement, or "statement," and remember this later on, but they do not recall just where they acquired such knowledge. Doubtless much of the confidence in the safety of deposits in one particular bank is acquired through facts and figures one reads in advertisements. Likewise, it may be in formal advertisements that we learn of the conservative history of a bank. But we could not say afterward whether we got this knowledge from an advertisement or from conversation with friends.

All bank advertising is doubtless like advertising for pianos or any other article not of daily consumption. I never yet have bought a piano, but if I ever do, two or three names that have been flashed at me from electric signs, street car ads, newspapers, and magazines, will instantly occur to me. Likewise, I have never had occasion to become a depositor at any bank in New York City, but I can instantly think of the names of three or four, any of which would be satisfactory. These names have been brought to my attention in the public prints and elsewhere, from time to time, over a period of many years. Yet I could not definitely say that the advertisements of any one of these banks would be a primary influence in making me deal there. The chances are that I would ask some friend about three or four banks I had seen advertised and then make my selection. Thus the real influence would be a combination of advertising and friendship.

One of the most important single phases of bank advertising is the building in which the institution is located. When a man is obliged to pass one of the busiest corners in town every day of the week, and sees the corner occupied by the Second National Bank, he cannot well ignore the fact that there is a Second National Bank. Moreover, if the building is a great structure of granite or marble, with a lavish display of costly decorations, the daily passerby is also impressed with the fact that only a bank of consequence could own or occupy such a site. The bank might well get along with a cheaper building, of brick rather than granite, but if enough people are properly impressed by the more expensive type of structure, then the granite may well be charged to advertising and regarded as profitable.

Then, too, one who passes a bank every day must be impressed not only with the fact that there is such a bank, but that it is in an accessible location—a location convenient for him.

Hence, a bank on the busiest corner in town, passed by more people each day than any other bank in the city, has a big advantage on that score alone. All other influences being a stand-off, the well located bank should be able to gain more new business than any of its rivals.



Trade's Common Denominator

Seventeen nations harmonize their lingual and traditional differences at London conference of the International Chamber and chart a course of industrial peace and progress

By MERLE THORPE

THOSE OF US who gathered on the side-lines of the first Congress of the International Chamber of Commerce at London had misgivings. We had known something of two "foreigners" trying to negotiate. Differences of custom, of tradition, of language, of race, all got in the way. Here, instead of two, were seventeen nationalities, seeking through interpreters, to find common ground. Could it be done?

As I sat in the meetings, the Babel of tongues, and gestures, with the repeated explanations of novel Latin, Anglo-Saxon, Teutonic, Oriental, and Far West views on finance, production, distribution, transportation, brought again and again to my mind the case of Wilton Sargent, American railway magnate, who went to England to live. Kipling tells of his flagging the Induna Limited, the first and only time in the century or thereabouts the Limited had been thus summarily stopped. The incident led from Sargent's night in jail through reams of correspondence, to a special ruling by the House of Lords and international complications. To Sargent the transaction was simple. He wanted to "board" the train. To the English, the use of this nautical term led to doubts as to Sargent's sanity. He offered to pay. "It is not a question of money. We must protect our property against such precedent." Finally, Sargent, annoyed beyond measure, unable to head or tail of it, offered to buy the railroad. "Name the price." "But it is not for sale." "Surely at your price?" "No, you do not understand."

Kipling calls it an error in the Fourth Dimension, that shadowy realm which certain scientists declare is peopled by an unknown, unknowing, disorient life. And such a gulf, Kipling implies, lies between even English-speaking peoples—cousins! Imagine the width of it between, say, the Czechoslovak and the Argentinian.

A brother hedged about by alien speech,
And lacking all interpreter.

So, many discussions were prolonged indefinitely because of these limitations. A simple case: One word, "publishing," went into the French and came back into English "book-selling." A very different thing, which called for debate on the general floor, and a correction.

M. Duchemin, the Dupont of France, made a plea for patience in getting the other fellow's view. "In England," said he, "when you say 'thank you' to a waiter he puts more on your plate. In France, 'thank you' means, 'that's enough!'"

At one time, the question of giving certain powers to the Board of Directors excited extended discussion. The Americans were nonplused because everyone seemed to favor the idea until it was drawn up in writing. Finally, some internationally-minded delegate took the floor, forced attention long enough to explain through interpreters that a Board of Directors means many things to many peoples. To one nation it means paid managers, to another something like a

shop committee. So the constitution was rewritten and the power in question given to a "council."

But struggling through racial barriers, which at times seemed well-nigh impassable, business leaders from Sweden and Holland, Japan and Italy, Poland and Czechoslovakia, France and England, Belgium and Denmark, Australia and America, appreciating the gravity of the world situation, worked through hours and days to bring about, as a delegate expressed it on the floor, "a common document, a common law, a common practice, which will be accepted by all the nations, and which will make it easier for commercial men to carry on international business."

The First Day

AS NATIONAL delegations began to arrive there was evidence of unusual interest not only in the enthusiasm of their preliminary meetings, but, as well, in the character of the men sent as delegates. From the United States there were 196 registered, and all branches of industry were represented. Seventeen countries brought the working attendance up to 400. Here was a novel experience; to watch successful executives analyze and "cut through" the big economic problems which face the world today. What would they consider the logs in the jam? How would they set about to remove them? It had something of the thrill as if one sat in the emergency meeting of a Board of Directors whose one-hundred-billion-dollar company was facing bankruptcy. It ought to be exciting—and it was.

On the first day, the Lord Chancellor, Viscount Birkenhead (a man, incidentally, who had fought his way up from the ranks and naturally appealed to the Americans), as official representative of the British Commonwealth, declared the contribution of the International Chamber was not only useful, but essential, if the prosperity of the world was in the next decade to be reestablished at all. "Business is not concerned," said he, "with the distinctions between nationalities. In different stages of the world's history the more patriotic writers on political economy have attempted to make the processes of business auxiliary to political or national objects. I confess I am of the number of business men who believe that the primary occupation of a business man is to carry on business, just as the primary occupation of politicians is to attend to politics."

This, of course, brought cheers. Later on, the Lord Chancellor spoke of the special duty imposed on business men at this time, "because quite obviously they can give guidance upon these points which no other class in the whole world can give. After all, if you are dealing with medical matters it is more convenient to go to a doctor. If you are dealing with scientific matters you probably would not choose a butcher for advice. Experience and common sense have habituated us to asking for and obtaining advice from specialists. There never was any pursuit known to me which was more specialized

in its character, more specialized in the laborious attainment of the experience which leads to efficiency, than the occupation of business men. The world problems of today are those which business men alone can and must give guidance.

"As a result of the devastating war, whole areas of the world's surface hitherto contributory to, and indeed forming a most material part of the aggregate available markets of the world, have been withdrawn from the service of business, and no substituted markets have been provided to take their place. The effect upon the currencies of the world, the debasement of the pre-war currency which has been occasioned by the unlimited extension of paper currency, has produced consequences very familiar to all upon the exchanges of the world. It is hardly too much to say it has established a state of conditions, a flux, in the whole business world which is not only disturbing at the moment to any extension of enterprise, but threatens for a period, to which the most acute business mind can assign no limits, to prevent any restoration at all of the old pre-war spirit of confidence and enterprise.

"The problem of the exchanges, which has forced itself upon the attention of the business world in so crude a form is one which, in its existing intensity, is almost a new one. No view could be more superficial than that which from time to time in this or any other country censures the capitalist. The capitalist is not, never has been, and I most sincerely trust never will be, a philanthropist. It would be a very bad thing for any individual country if its commercial community were suddenly to abandon business methods in the application of its capital, and substitute for those methods the somewhat vague influences of benevolence.

"I am bold enough," he added, "to suppose—and certainly the Government of which I am a member confidently believes—that it is in your power to render service that no other body of men can render," and he pledged the support of his government in acting upon the advice of the Congress on economic questions.

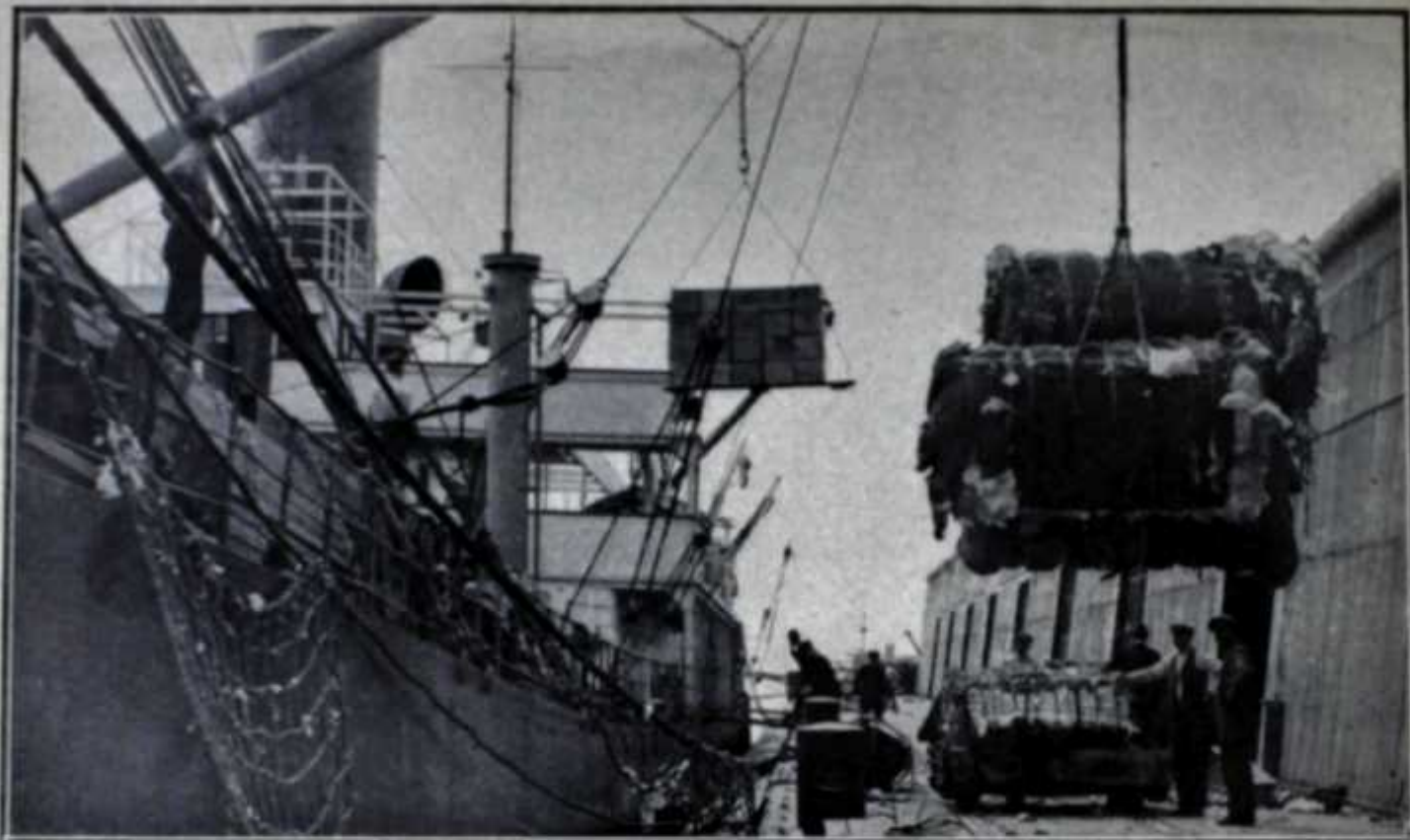
Business Advice for Government

HERE, then, was a place to start from. The spokesman of a powerful nation had said that it would be ten or twelve years before normal could be reestablished, and that governments wanted the advice of business men. Very well. First, let's cut down the gentleman's estimate of ten years. Let's find the obstacles to an earlier restoration and remove them. It's our kind of a job. Coats off, and to it!

Upon scrutiny, the obstacles fell into two classes: those political, and those purely of the business world.

Tackling the first, the business men reached these conclusions (The ideas are theirs, the words are mine):

"The most important factor in the resumption of normal trade is the restoration of confidence. Confidence that governments will endure and peoples will work and pay



American cotton to feed the spindles of England being hoisted ashore at Liverpool. It ought to be a simple matter to handle a shipment of this kind but it hardly ever is. There

are over a dozen interpretations put on the term "f. o. b." by different nations. This is one cause of friction that the International Chamber of Commerce will strive to eliminate.

will beget adequate credit and financial resources.

Then human nature asserted itself in an "I told you so"—

"A year ago at Brussels and at Paris we emphasized the urgent need of financial reform of governmental expenditures if grave disaster were to be avoided."

"Little has been done and many of the evils anticipated are upon us."

"It ought to be apparent now that confidence and prosperity can not be restored until all governments, yours and mine, without delay, remove burdens so largely responsible for widespread unemployment and paralysis of industry."

If governments sincerely wish the advice of business men on this business subject, it is:

1. Drive the knife deep into governmental expenses.
2. Stop printing paper money.
3. Study carefully the effect which the Inter-Allied debts and the payment and use of the German reparations will have on exchanges. We will help.
4. Disarm, according to the treaties, and thereby reduce budgetary expenses.
5. Support export credit organizations, but let private enterprise create and run them.
6. To governments with depreciated rate of exchange—don't contract new external debts.
7. Grant the greatest possible liberty to all commercial and financial transactions.
8. Remove the system of double taxation—a heavy burden on international trade.
9. The Ter Meulen plan of export credits we have examined carefully. It is all right. Support it.
10. Don't harass a foreign bank, just now of all times.
11. Consider: A tax on export of raw materials inevitably increases cost of product.
12. Don't make it so hard for commercial

travelers, with burdensome, complicated, and difficult formalities as to their samples, and the slow and irritating procedure of identification.

13. Simplify passports, abolish exit visés, fix moderate fees for entrance and transit visés.

14. Government control or operation of business renders trade conditions uncertain and artificial. Desist.

These were the suggestions to governments. Not slipped off as I have written them, but after days—and nights—of consideration.

Nor in the searching analysis did the delegates spare themselves. Here are some of the tasks business may do without the help of government in clearing away obstructions:

1. Arrange for a combined rail and ship bill of lading.
2. For a uniform ocean bill of lading.
3. Interpret f. o. b. and other trade terms to importers, exporters, bankers, forwarding agents, ship owners and underwriters of each and every country.
4. Reduce waste in the production and use of raw materials.
5. Learn definitely the status of construction in each country.
6. Get accurate statistics on materials essential to the world's economic life, and make them promptly available.
7. Set up machinery to settle trade disputes by arbitration, thus eliminating the law's delay and the fear of the law's delay.
8. Confer with science and religion in an effort to adopt an unchangeable calendar.
9. Standardize in factories; eliminate multifarious parts.
10. Establish on great international traffic routes through freight trains.
11. Work together for improvement of international telegraph, cable, telephone, and wireless communications.
12. Create free zones for reexportation of goods.

13. Restore and extend pre-war international postal services; pay losses promptly; extend to all countries the system of declared values.

Here, then, is the prescription written by business experts, after careful diagnosis of the complaint of Mr. Economic World, Patient Extraordinary. And the skeptic who has attended conventions before and passed resolutions before may as well be answered right here and now. Our doctors agreed not to leave the patient merely with directions for finding the drug store. They promised to stay by the patient in their respective countries, urging upon him the medicine prescribed, carefully reporting on progress.

The business leaders of the International Chamber of Commerce, in other words, will work faithfully with parliaments and among their kind to make their program effective.

An International Type

IF YOU were in the neighborhood of ancient and venerable Westminster Abbey during the week of June 27 and you had dropped into Central Hall, Westminster, you would have found yourself in company with five or six hundred men, hurrying to various halls in the building. Of the executive type, these men; one couldn't tell them from an American crowd if the silk hats were put out of sight and three score flowing white beards were taken to the "hair dresser" around the corner for major operation.

Follow those into the larger hall on the left. Dr. Walter Leaf, Great Britain, respected and influential president of the Institute of Bankers, is presiding. With him on the platform are: F. O. Watts, president of the First National Bank, St. Louis; Geo. E. Roberts, vice-president National City Bank, New York; M. Gaston Perier, director, Banque d'Orient-Mer, Brussels; M.

Simon, director Société Générale pour le Développement du Commerce de l'Industrie en France; M. M. Fougère, président, Association Industrielle; M. Giorgio Mylius, president Italian Cotton Association, and M. Luigi Della Torre, Senator, president Fédération des Banques Italiennes, Milan.

It is the Finance Group. Just now they are discussing loss of markets through the derangement of exchanges and the consequent insecurity of the financial situation, dangerous alike to individuals and nations. Professor Cassel, of Holland, whose paper last year on the world's monetary problems was said to be the most incisive analysis of its kind, is warning the Congress of the dangers of a rapid deflation. What is wanted to revise trade is stability of exchange. He counsels the countries with heavily depreciated currency not to attempt the restoration of its value to the pre-war parity with gold, but to give it a definite gold value forthwith on the basis of its present approximate value.

When the interpreter has finished, Sir Felix Schuster, eminent British banker, agrees that rapid-fire deflation is dangerous. He makes a proposal which startles his hearers and sets those who do not understand English appealing to their more linguistic friends for information in advance of the official interpreter. What is his proposal? Europe should sacrifice a rapid restoration of stability which would revive trade, for stability in, say, ten years' time. But Sir Felix does not get unanimous approval. Someone is saying that there is only one road to increased wealth and that is increased production and exchange. A stranger whispers in my ear: "Production of commodities is a damn sight easier just now than the exchange of commodities." The banking community splits on the suggestion of Sir Felix. Mr. Reginald McKenna, for example, goes along with Professor Cassel. After discussion, Professor Cassel's amendment to strike out "and progressively decreased" in the motion urging nations to stop inflation of currency, is defeated.

As To the Reparation Bonds

THE delegates are now discussing double taxation, disarmament, export credits. Someone mentions "inter-allied debts" and "German reparation bonds." This brought out one of the high lights of the Congress. Mr. George E. Roberts, vice-president of the National City Bank, and well known to our readers as a frequent contributor to THE NATION'S BUSINESS, took the platform to explain the economic situation of the United States and set at rest certain misconceptions prevalent in Europe which picture the United States as the rich profiteer of the Great War, declining to share its burdens. Expressing sympathetic understanding of the desperate plight of European nations, with depreciated currencies, heavy taxation, the stupendous burden of external as well as internal debt, and unemployment, Mr. Roberts pointed out in his clear style that the United States business men were facing problems just as great and as complicated. They find their customers impoverished and unable to buy on account of high exchange, and as a result of the disorganization of industry they are suffering in common with the rest of the world. He further set forth the futility of any attempt to market the German reparation bonds in the United States. America, according to the census reports, has great wealth, it is true, but this wealth is spread over wide territory and consists largely of farms and town property. Our

people are not accustomed to invest their surplus in our own national undertakings, and they distrust their judgment when it comes to foreign securities.

During the war, said Mr. Roberts, the United States swept up twenty-five billions in loans. On account of this, every part of the country today needs improvements. Fifteen billion of tax exempt securities involve the situation, and Europe should not accuse us of usury if her bonds have to meet such competition.

From every quarter of the Congress, and from the European press, one heard that Mr. Roberts had cleared the air.

The Transportation Tangles

NOW, across the hall to the group of men finding ways of removing obstacles in the Transportation and Communication field. Mr. Walker D. Hines, formerly U. S. Railway Administrator, presided.

Mr. C. S. Haight, of New York City, is speaking for the American delegation, pleading for concrete and immediate action in the matter of uniform bills of lading. The French and English delegates oppose it on the ground that it is impracticable. Dr. Bischoff, of England, thought the effort ill-advised. He pointed out that the International Law Association was engaged in this work—"the first thing the association undertook when it was founded in 1873." He felt the way was not as the Americans wished, by mutual understanding among ship-owners, but by uniform legislation in various countries. Finally the delegates met on common ground, and a program was adopted satisfactory to all.

There was one spectator who entered this group feeling that the question of bills of lading was "small stuff," worth at the most five minutes of the Congress. But after listening to a four hours' debate he became convinced that nothing was so important to the quickening of world trade as this one thing. It involves banker, insurance company, ship-owner, manufacturer, and shipper.

So with through freight trains. Present-day procedure of inspection, unloading, and reloading at boundaries reminds one of the border between France and Spain. The railway gauge in Spain is a few inches wider than that of France, built, so they say, to impede the progress of an invading army. So passengers and freight are all moved at the line from French cars to Spanish cars. They tried, in the case of sleeping cars, to lift these by huge cranes from truck to truck, but without success. The same criminal delay is experienced on other continental boundaries because of regulations. Imagine, if you can, the waste in the United States if such a situation prevailed between States!

But we must swing on down the hall to the Production group. Here M. Duchemin, of France, directed the discussions which centered around raw materials and construction, with recommendations (set forth above) as to standardization, fuel conservation, production statistics. Here the French delegation, supported by the Belgians and Dutch, was advocating the abolition of export and import duties on raw materials. The Americans declined to accede to such a statement of principle, carried the fight through the Resolutions Committee to the floor of the general convention, where the British supported the Americans and the recommendation was passed without stating the principle for import duties.

While we have been looking in on these groups, distributors—exchange men, jobbers, wholesalers—are locating obstacles in their

field and finding ways and means of overcoming them. Perhaps the greatest interest was taken in the question of settling commercial disputes out of court. The law's delays, the ever-present fear of the law's delays, the acrimony that almost always develops—one obstacle which is slowing up millions of dollars' worth of commerce each year. All, I think, were agreed as to the wisdom of arbitration and conciliation. Surely a simple matter to set up the machinery. But no so fast: In the United States there are forty-eight laws on the subject; in New York State, at least, arbitration awards are binding in law. France has pending in the Deputies a bill on the subject quite unlike that of any other country; already various trades in England have arrangements of long standing. In fact, two whole days were devoted to the question.

It had to be made clear at the outset—and here the translation difficulties were critical—that what certain countries by age-old tradition regarded as conciliation the English-speaking countries regarded as arbitration. Further, that arbitration *per se* could not be entangled with legislation or legal proceedings.

The various nations, when on the second day they became familiar with arbitration as it is understood in the States, and particularly between the States and South America, saw it was much more desirable than the so-called "legal arbitration." The French and Italians, however, felt it would be impossible for arbitration to have any effect in either of their countries without the backing of some legislation. They proposed to push for such legislation as fast as possible.

"For many, many years," someone is speaking, "we have wanted facilities for international arbitration. Now, for the first time we have a proper basis in the International Chamber with its headquarters in Paris."

It was unanimously left for the Council—not the Board of Directors—to set up the machinery.

And What Came Out of It?

SO, with the four groups through the week each passing up to a clearance committee its recommendation, which, in turn, presented them on the final day to the entire Congress. Throughout, the onlooker could not fail to get these impressions:

The high quality of the delegates: They were men of wide and successful business experience.

The appreciation on their part of the gravity of the world situation.

The unselfishness—or if you will have it, the enlightened selfishness—which prompted all. One expressed it: We have a common problem; selfish national interest at this time will wreck us.

The eagerness with which alien minds tried to get the other fellow's point of view.

The crystallization—it was at first a hope—of a belief that a common commercial union of the races of the world is something more than a possibility.

"Historians tell us," said a British business man of international reputation to me on the last day, "that all wars have in some way brought benefit to someone. So far no nation has profited from the great war. We all fondly looked for a political union, disarmament, future peace. Perhaps, who knows? from an unexpected quarter we may get a commercial union, built on common rules and common practice, which may bring such rewards to mankind as to eclipse our other dreams. If so, my two boys who fell in Northern France will not have died in vain."

The New Tariff Bill

Features which distinguish the Fordney measure—The proposal for American valuation. The President authorized to negotiate for tariff concessions—Dye embargo provisions give added powers to the Tariff Commission

LOOKED at from any angle, the new tariff bill is a big affair. The official print weighs a pound and a quarter, runs to 346 pages, and contains something like 75,000 words. The 212 pages devoted to the schedules of duties set out 1,689 paragraphs; the tariff law of 1897 held the earlier record, with 705. By way of topping off, the bill carries a codification of the customs administration law which is intended to be what a famous Justice of the Supreme Court asked three-quarters of a century ago—"a plain and uniform statute to regulate the whole matter."

By-and-large, the tariff bill of 1921 is the biggest thing of the kind that was ever considered by Congress. If it yields \$600,000,000 in revenues—an estimate made by a member of the House Committee on the basis of imports valued at \$2,500,000,000—it will produce pretty nearly twice as much as was ever received by the Treasury under a tariff law; the largest amount of revenue previously obtained from this source was collected in 1907, when the total was \$329,000,000. In the last twelve months receipts from customs have been \$308,000,000. In the corresponding period England has collected on her imports £134,000,000, or about \$500,000,000.

Help from the Tariff Commission

ALOT of work has gone into the new bill. The House Committee began its preparation of the measure in January, and has called generously upon the Tariff Commission for assistance. The activities of the Tariff Commission itself, since it was created five years ago, have been preparatory for new tariff legislation, whenever it came and of whatever variety it might be. That has been as it should be, for the Commission was established as a body which might continuously and authoritatively assemble the information upon which Congress would base its action respecting import duties according to any policy Congress might adopt.

In a series of surveys, the Commission has provided data upon all of the articles covered in existing law. In addition the Commission has published its studies on such subjects as interim tariff legislation, customs administration laws, foreign trade zones, dumping and unfair competition, reciprocity and commercial treaties. The result is that Congress never entered upon the task of considering the tariff with such a body of information at its disposal, although the period of readjustment after a great war has made it difficult to collect material.

Some of the familiar landmarks in tariff legislation are missing. For example, the letters which have been used since 1883 to designate the schedules have disappeared and numbers take their place; consequently debate in the future over wool will refer to Schedule Eleven, instead of Schedule K. At the same time, some of the time-honored paragraphs have given way to analysis in the course of preparation of schedules which, in the words of the House Committee about the chemical schedule, are more scientific and

correspond more closely to exact commercial usage.

By common consent, the greatest innovation is probably "American valuation." This is not exactly a new idea. Discussion of the basis upon which we should levy our ad valorem duties goes back, according to the pundits that have been searching public documents, at least for a century, and such countries as England actually use the plan today. The purpose is to get away from difficulties arising out of the state of foreign exchange, diverse production costs, and the like, and to supersede the "foreign" values upon which our ad valorem duties are now assessed with "domestic" values—i.e., the value in our own market. If "American valuation" went into effect, the provisions of the Emergency Tariff Act of May 27 relating to levy of ad valorem duties and conversion of foreign currencies into United States equivalents would become generally obsolete. The part of that law which is designated as the Anti-Dumping Act, 1921, would, however, remain in full force and vigor.

The American practice heretofore has been to assess ad valorem duties upon the value of imported goods in the markets of the country from which they come. The present tariff, for instance, provides a duty of 45 per cent upon silk piece goods. Upon a shipment from Japan the duty levied is 45 per cent of the market value in Japan, whereas upon a shipment received on the same day from France the duty would be 45 per cent of the market value in France, possibly a very different sum and having a very different relation to the prices obtained here for competing American goods. By operation of the principle of domestic valuation, the shipments from Japan and France would pay the same amount of duty, since the market value taken as the basis would not be the market value in Japan or France but the market value in the United States.

The Test of Value

THIS market value in the United States is not the value of the imported merchandise, either. It is described as the price at which competitive products of the United States were ordinarily sold in the usual wholesale quantities in the principal markets of the United States—not on the day of arrival here but on the day of exportation from the foreign country. The test, then, is the market value of American goods with which the imported goods are to compete. To be sure, there may be no competing American article; in that event, the value for sale in the United States of the imported merchandise is to be ascertained, and used to compute the duty.

There is certain to be much debate over the use of the plan for American valuation. Advocates will urge that adoption of the plan does not mean higher or lower duties, since rates of duty should be determined on their own merits; that the proposed method will avoid the difficulties arising out of exchange and will prevent low-cost countries from having an undue advantage over countries producing the same articles at higher costs,

and that the effect intended for American manufacturers from the rates adopted will more nearly be obtained. It will probably be brought out, too, that the new bill inclines toward specific duties, rather than ad valorem, thus differing from the law of 1913 and reducing the practical importance of American valuation. In opposition, it will be asserted that the plan amounts to an increase in rates, that it operates unfairly to other countries, and that the ascertainment of market values here will be a task impossible of attainment by the customs administration. The basis for assessment of ad valorem duties sounds like a technical subject, caviar to the general, but it is in a fair way to having a deal of popular expounding.

The provisions regarding dyestuffs, too, will come in for much debate. In fact, these provisions from one of five parts of the bill as to which the House Committee on Ways and Means at the opening of general debate, on July 7, suggested special arrangements for consideration of amendments. The others were inclusion of hides in the free list, inclusion of cotton in the free list, a duty of 35 cents a barrel on petroleum and 25 cents on fuel oil, and a duty on asphalt.

The Dye Provisions

DYESTUFFS made from coal tar have had a great deal of attention from Congress, last in the Emergency Tariff Act of May, which for three months placed importations under the control of the Secretary of the Treasury, with provision that imports were to be allowed only when the article or a satisfactory substitute was not obtainable in the United States in sufficient quantities and on reasonable terms as to quality, price and delivery. This provision was designated as the Dye and Chemical Control Act, 1921.

On July 11 the Tariff Commission published a summary of its census of coal tar dyes and chemicals for 1920, indicating that the American industry in that year had many notable developments and a largely increased output. The production of dyes exceeded 88,000,000 pounds, or 40 per cent over the amount for 1919 and 92 per cent above pre-war imports. The notable developments included addition to American dyes of products which in earlier years had been lacking. Two hundred thirteen firms were engaged in making coal-tar products, and 82 in producing dyes alone. Of the three hundred sixty separate dyes manufactured in 1920, one hundred eight represented over 90 per cent of the total production and each one in this list was made by three or more firms. Thirty-five dyes representing over one-half the total were each manufactured by seven or more firms.

Under the new bill, the Tariff Commission would be given important functions with respect to this industry, including the manufacture of synthetic chemicals from coal-tar products. For a period of three years, there could be no importation of a dye or chemical of this kind so long as the Commission found it was obtainable in the United States on reasonable terms as to quality, price, and

delivery. In this connection a reasonable price would be a figure which the Commission found was the lowest that was sufficient to maintain manufacture of the product by an efficient American plant operating on a substantial commercial scale. At any time upon public notice of thirty days the Commission would hold hearings on applications to add articles to this category, or remove them.

Coal-tar products not brought under the embargo by the Commission could be brought in only by importers who register with the Commission, who give bond in not less than \$10,000 for compliance with the law and regulations, and who certify as to each shipment either that it is for their own use and does not exceed a supply for six months or that it is brought in to meet the order of a wholesaler or retailer whose affidavit is provided, to the effect distribution will be in normal course. If a registered importer violates the law or regulations under it, he will lose his right to import, and possibly the amount secured by his bond. There are other provisions intended to permit the Commission to get full information about the source of imports and facts from domestic manufacturers and consumers. The bond given by a registered importer is to contain such provisions as the Commission deems necessary to prevent action by the importer that would destroy or injure any American industry making coal-tar products, or prevent establishment of such an industry. There are to be regulations also against unfair competition, such as full-line forcing, commercial bribery, misbranding of products, and price or quantity discrimination. Upon breach of the bond, the Commission will proceed to recover its amount, and upon succeeding will pay the money into the Treasury.

A Guard Against Germany

THESE provisions have been advanced by the House Committee on the theory that nothing less will meet the conditions which it believes will arise when Germany is again in position to force her dyes upon our market, and that no tariff duties, no matter how high would afford adequate protection. The committee takes the position that the American industry is too important to be risked and consequently recommends what it considers a certain, although unusual, means of defense.

Reciprocity and commercial treaties formed the subject of a report of 500 pages published by the Tariff Commission in 1919. After emphasizing the American policy of equality of treatment, the Commission discussed the advantages and disadvantages of provisions for concessions and additional duties. The pending bill uses both these methods.

For three years the President would have power to make conces-

sions of 20 per cent in duties for not more than five years on goods from any country in return for advantages given to American goods. At any time he may negotiate treaties for concessions, which may go even to the extent of transferring articles from the dutiable schedules to the free list, if there are reciprocal advantages to us and if the treaty is not only ratified by the Senate but approved by the House.

On the other hand, if the President finds that a country imposes higher and reciprocally unequal and unreasonable duties upon American articles similar to the products it sends to us, he may impose duties that are equal to the duties or other exactions, limitations or embargoes of such a country. In acting under these provisions the President is to have the assistance of information from the Tariff Commission.

With regard to pulp wood, wood pulp, and newsprint paper, there is a special provision. Under it, if a country that is a source of supply imposes an export charge of any kind, and through negotiation the President cannot obtain its removal, he may put into effect an additional duty of 10 per cent plus an amount equal to the export charge. This provision applies not only to paper, which is dutiable under the bill, but to wood pulp, which otherwise is to be on the free list. The same principle inverted is applied to imports of logs of fir, spruce, cedar, and western hemlock. There is a duty of \$1 a thousand board feet, but the duty is not to be levied if the logs are cut from a class of lands as to the cut from which the country has not within twelve months of the importation maintained an embargo or other restriction. If any country imposes a duty upon our planed lumber that is tongued and grooved, and the President cannot by negotiation get the duty removed, he may put into effect against such a country's similar lumber equal duties. These provisions obviously refer especially to Canada.

Uncle Sam's Finances

ONE BILLION DOLLARS was the amount by which the Government's revenues in the twelve months closed with June fell short of the revenues of the year that had ended on June 30, 1920. Customs receipts fell off by a matter of \$24,000,000. The receipts from sales of surplus war property, public lands, and all of the odds-and-ends that make up the item of miscellaneous revenue decreased by \$250,000,000. The productivity of the various excise taxes declined by \$50,000,000. But the great fall was in the yield of taxes on incomes and profits; they dropped by \$738,000,000. That would have been three-quarters of the amount necessary to pay the interest on the entire national debt.

Within a total income from revenues of \$5,624,000,000 in the year which has just closed, the Government managed to keep, with a margin of \$509,000,000. The big end of the expenditures was for governmental expenses, as they are ordinarily understood, \$4,009,000,000 going for this purpose. The interest bill on the public debt took \$999,000,000 more.

On the margin of income over expenditure, almost an even \$100,000,000 went to retire bonds of the Liberty loans, about \$130,000,000 were paid back on war savings securities, and a good sum was used to retire Victory notes. The amount of these notes outstanding was reduced during the year by \$333,000,000, but most of this reduction did not come out of current income, but from the proceeds of borrowings. Altogether, the total of the public debt, — in bonds, notes, and all other forms — got reduced by \$322,000,000. The part of the margin between receipts and expenditures that did not go in these ways, appears in the enlarged working balance of the Treasury. On June 30, 1921, that balance stood at \$549,000,000, having during the twelve-month risen by something like \$190,000,000. Every bit of this working balance, however, and a couple of hundred million more had been allocated to particular expenditures.

A bill of such scope contains many other provisions of interest in addition to the dutiable schedules which everyone should examine for himself. Each schedule in itself offers opportunity for a special study. The general rate in the chemical schedule is 25 per cent. The textile manufacturers apparently find that their paragraphs have been simplified, but that simplification makes comparisons difficult; at the same time they conclude that many of the rates on woolen and cotton goods are even lower than in the law of 1913.

If They Vote a Duty on Cotton—

IF THE House votes for a duty on cotton—a question that is to be put to vote—there will undoubtedly be compensatory charges in the rates for cotton products. The general structure of the metal schedule remains as in the last two general tariff laws, with rates somewhat under those of 1909. Cereals and their products get about the same rates as in the emergency tariff enacted in May. Sugar has the rates of that bill, too, but with a new proposal, to the effect that for each pound of domestic sugar used by a refiner he may import two pounds at a reduction of 25 per cent of the duty. In the schedules there is material for many weeks of debate.

Some of the duties will strike the casual reader as novel, such as the duty of 20 per cent on reindeer meat and of \$350 on black and silver foxes. Other parts are of more general application. The act for reciprocity with Canada, which has stood since 1911, is repealed. Complaints that goods sold abroad by the American Expeditionary Forces are finding their way back to the United States, under unfair conditions, are met by language which makes dutiable at regular rates any articles of American manufacture returned otherwise than by the exporter or on his account. The plumage law, forbidding importation of aigrettes and other feathers of like kind, is amplified

to provide for confiscation of such articles found in the United States and not used for personal adornment, etc. The minimum limitation upon the duty on sugars from Cuba and elsewhere is removed. The Secretary of the Treasury is made the censor for imported moving-picture films.

There may be changes in the course of debate; within a week after the beginning of debate the House Committee had before it ninety proposals for amendments. Original expectations in the House were for a vote on July 21. The Senate cannot begin debate until well toward the end of August, and then it may give preference to revision of internal taxes. The House Committee on Ways and Means has undertaken to proceed at once to frame this tax bill.

Every Man His Own Capitalist

The story of a plant where the line between workers and stockholders has been wiped out; it has gone ahead full tilt when other companies have had hard sledding

By BEN H. LAMBE

OF seven hundred and ten stockholders in the Autocar Company, more than six hundred and fifty are on the pay roll in one capacity or another. The others are heirs, kinsfolk, or personal friends. In such circumstances it is a little difficult to draw a dividing line between employers and employees. There was the case, for instance, of a day laborer who decided that he wanted to buy some stock. He took the matter up with Walter W. Norton, vice-president and production manager.

"How many shares do you want?" Mr. Norton asked.

"Six, I reckon," said the man.

"All right, we'll go down to the bank and fix it up, whenever you're ready."

On the following day the man presented himself at Mr. Norton's desk with \$600 in paper money, just excavated from his trunk.

"But," said Mr. Norton, "if you're going to put up six hundred in cash, you can just as easily get ten shares. The bank will lend you four hundred."

"I hadn't thought of that," said the employee. "Well, you just fix it up, will you? We're movin' a lot of cars today. I'm busy."

So the vice-president and production manager smilingly fixed it up. The dividing line between employer and employee, you perceive, was not clearly drawn. And the laborer in the factory became at one stroke a partner and a bank depositor. He had found that the bank could be made a source of profit. He had taken his first lesson in the uses of capital.

The Autocar Company was established in 1897 by Louis S. Clarke and John S. Clarke, who are still the principal stockholders. The fact that so many employees have been able to become stockholders is due largely to the generosity of the founders of the company in waiving their rights whenever new issues were contemplated. No special machinery is set up to enable Autocar employees to buy stock. No special inducements are offered, but a friendly supervision is exercised lest an ambitious worker undertake to buy more than he can well carry. The men and women in the plant oversubscribe each stock issue because they believe in the company and in the men who manage it. This is not a result of an unusual system of industrial relations, but is the product of a personality. David S. Ludlum and other officers and employees represent that personality, and have so infused a spirit of fair dealing that the 2,600 employees are, as they express it, "a happy family." This has a Pollyanna sound, but back of it will be found something more substantial than a sweet spirit of optimism.

Half the employees work in the factory at Ardmore, Pa., and about half are employed in selling-and-service agencies throughout the country. Not a man was discharged when clouds gathered on the business horizon. The plant went ahead at full tilt. The agencies retained their full staffs, the only difference being that they worked perhaps a little more eagerly. But the explanation of this situation is a part explanation of David S. Ludlum's attitude toward his men.

"We kept our plant going," he explained, when I asked him how this noteworthy result was accomplished, "partly by sacrificing our profit. More than a year ago, for instance, we offered a man \$400 for his old Autocar in trading in for a new one. He refused it. Not long since we offered him \$650. He could not understand that. He had used another machine a year and here we were offering him \$250 more than at first. We explained the situation to him candidly. We were surrendering our profit in order that the men might be kept busy."

"But there is another factor which is of importance. Ninety per cent of our product is sold through branch agencies. The 10 per cent which had been sold through dealers was lost to us. The only thing for us to do was to explain the situation to the branches by pointing out the necessity of their co-operation in carrying out this policy. We called on the old trade. The business went forward almost without a hitch."

Mr. Ludlum talks readily enough about the Autocar Company, but facts about Mr. Ludlum must be obtained from others. He will tell you with animation and conviction about the steady growth of the company, which differs from some automobile concerns in that it has not expanded too rapidly; but if you want to know how he has built up the remarkable organization you must guess it from his manner in speaking of and to his men or you must learn details from the men themselves. He knows most of them and just what they do about the plant, but he is weak on terminology. When I asked him what title one of his employees wore he was nonplused. He telephoned obligingly enough to a man in the cashier's office, but that man did not know either—an additional evidence of the "happy family" rather than the factory spirit.

How Personnel Is Handled

THERE is no personnel department at the Autocar plant, and there is no employment department as such. The employment department, in fact, is John (Jack) Richards, assistant superintendent, who has a keen eye for the qualities of a man, and who sees to it that before any applicant for work is hired or any employee discharged there is sufficient reason. If a man can be transferred advantageously to another department, it is done. The labor turnover in the Autocar plant has not run in years as high as 6 per cent. As a rule it is around 3 per cent.

There is no welfare department in this scheme of things. There is a medical department, an oculist, a dental department, and a legal department; and employees are enabled to get this service without cost. But it is offered to them candidly as a means of saving time (because if they were compelled to go into Philadelphia to attend to the matter it would cost an afternoon's work) and not as a charitable contribution. At first, they admit, they were a little skeptical about the lawyer who presented himself periodically at the plant to give them the benefit of his advice. Some felt this might be a scheme of

the management to pry into their personal affairs. It was not long until the men learned by a little investigation of their own that the lawyer did not report to Mr. Ludlum, nor to any other officer of the company, about personal cases they took to him. Now they feel unconstrained in seeking his help.

During the World War, when labor was in its most restless mood, The Autocar Company lost but one of its sixty departmental heads. This one was a new man and he is now back in the factory contentedly at work at his old post. "Jim" Osmond, who has worked for the Autocar people twenty-five years, whose daughter is a secretary and son a salesman for the company, is manager now of the department which attends to assembling and finishing trucks preparatory to shipment. He is 58 years old and looks ten years younger—ruddy and robust. You might cast about a long time before you found a man better contented with his work than Jim Osmond. And there is Frank Rushworth. He is now stationed with the Philadelphia Branch, but his title, as I have told you, remains a mystery so far as I am concerned.

"I've been with the Autocar twenty-one years," he said, "and somehow I don't feel like I'm working for anybody. It's more like home."

"I remember once I was sent out to Pittsburgh to overhaul a fleet of trucks. That was before we had a service station in Pittsburgh. Well, I was down on my back, working under a truck, when who should walk in but D. S. Ludlum! He wanted to see what was the matter with those cars and how they were being housed. 'I wouldn't let a dog of mine stay in this place,' he said. 'Get through as quick as you can, Frank, and get out of here.' And then he went on to see the owners of those trucks and told 'em, so I heard afterward, that if they didn't keep a mechanic and put the machines into a better place, he'd just as soon cross 'em off the books."

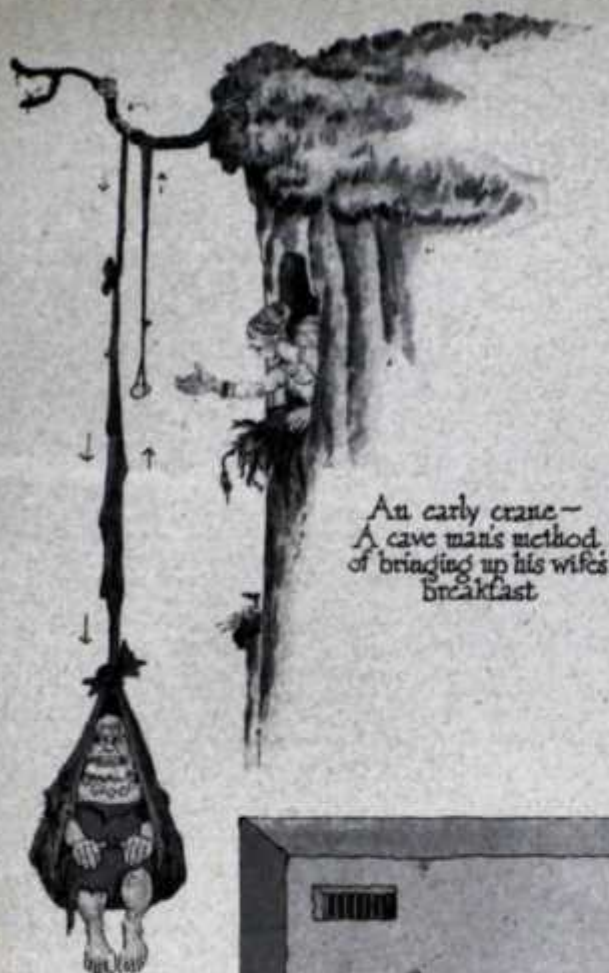
Frank was driving me over the nine miles of winding asphalt roads from the business section of Philadelphia through beautiful Fairmount Park, the picturesque Wynefields, and Overbrook to the Autocar plant in Ardmore.

"We all know each other in the Autocar," he reflected; "and we all know Mr. Ludlum. They do say he's never given an executive order in the plant, but he gets things done, just the same. One day when he was in the factory a man lit his pipe and threw the match down without blowing it out. Mr. Ludlum stepped on it quick."

"I'd hate to have this place catch fire," he said. "We'd all be out of a job."

"The word went 'round, and presently nobody was smoking in the plant. Mr. Ludlum didn't have to give an order to stop it."

Formidable phrases such as "Industrial Democracy" and "Economic Independence" fall to pieces in the face of the kind of organization which has been built up at Ardmore. Industrial relations, as a matter of fact, depend largely upon the individual.



An early crane—
A cave man's method
of bringing up his wife's
breakfast



Supposed origin of the
warehouse—An early effort
to preserve a filbert through
the winter months—

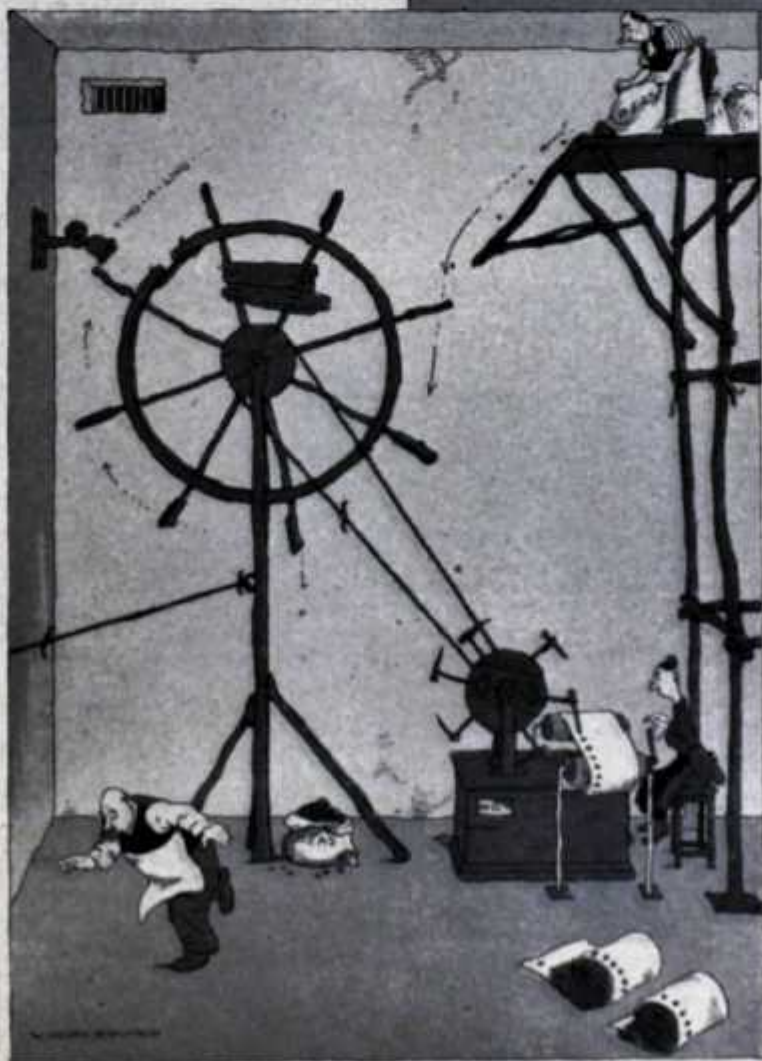


Business as It Isn't

THESE rare fancies of W. Heath Robinson, the English artist, prove that business literature does not have to be heavy and humorless. They were used to illustrate an unusual booklet issued by the Port of Manchester (England) Warehouses, Ltd. We reproduce them through the courtesy of this company.

—THE EDITOR.

One of the old
machines for count-
ing and checking
peas after harlage—



The Conquest of the Impossible

Men whose research is adding to our wealth and comfort hesitate to say that anything can't be done since they have analyzed the stars and created a machine that reads aloud

By HARRISON E. HOWE

Chairman, Division of Research Extension, National Research Council



A GROUP of eminent scientists fell to discussing the things that so far as they could see were impossible of achievement. In the end it was agreed that whatever else could be done, surely it would be impossible to determine the chemical composition of the fixed stars; for how was one to analyze a substance he could not bring into the laboratory?

Shortly after their discussion science came to know more of the spectroscope, and learned that when a given chemical substance is burned the flame has certain definite bands when viewed through that instrument. The relative position and character of these bands and lines is always the same for a substance. Then the scientists succeeded in adapting the spectroscope to the telescope and forthwith began the analysis of the fixed stars!

It is difficult to think of a problem more impossible than to devise a machine that can read aloud from the printed page. And yet this, too, has been done. The principle depends upon the extreme sensitiveness to light of the metallic element selenium in which various light intensities set up different electric conductivity. A delicate instrument translates these impulses into sound by way of a diaphragm and, drawing upon the principle of the telephone to help, all may hear. Instruments that can read audibly the average headline letter by letter have been constructed and more sensitive ones are in the experimental state. With these it is expected that any print can be spelled out, thus opening to all the blind who can hear, the world's literature as it is ordinarily printed.

We have been taught that the leopard cannot change his spots, yet it is easily possible now to change the scene painted on a theater



Science has eliminated the man with the hoe from this cane field in Hawaii. Strips of paper are laid over the rows of cane to protect them from weeds. The young cane is strong enough to perforate the paper (as shown in the insert) and reach the sun. Weeds die underneath. Cane trash is laid along the sides to help hold the paper in position.

place to make a hard fat. Chemists call this process hydrogenation and no one knows all of its possibilities, although it is certain to play a far-reaching economic role in so changing inferior oils that the resulting fat can replace in industry those other fats of edible value.

A striking example of how science has been doing the impossible is to be found in a sugar plantation in Hawaii where weeds grew so fast that the cost of hoeing became the deciding factor in a season's business. At last the manager thought of using paper to smother the weeds, basing his hope of success upon the difference between the bayonet-like cane spikes and the soft weed tops. Paper was found which, when asphalted, would withstand six weeks of weather without disintegrating and having such a structure that the young cane could readily puncture it. When this paper is staked over the cane row a warm humid condition is created under it, causing all weed seeds to germinate only to blanch and die in the dark. Meanwhile the young cane punctures the soft paper, grows luxuriantly and masters the situation before the paper breaks up in the wind and rain. Any shoots which fail to puncture are released by a slit cut with a machete over the telltale hump in the paper. The hoeing is thus reduced to a minimum.

curtain from a summer to a winter view while you look on by merely changing the wave-length of the light being thrown upon it. This does not change the color and depends on the way certain wave-lengths are absorbed or reflected by the dyes, laboratory made, used in the paints. The same principle is involved in filters used to detect camouflage. Through these the natural green which is due to chlorophyll in the leaves, etc., appears red or brown, while the greens in paints and the like remain green.

How comforting it is to know that our country need never experience the serious shortage of hard fats that has befallen others! So long as we can produce vegetable oils—cotton seed, peanut, etc.—and the gas hydrogen, we can provide for ourselves.

Science has learned how to add the hydrogen atoms to the oil molecule in just the right

The next step has been to use sugar-cane fiber as the raw material for this paper, and today a mill is in operation on the plantation turning this waste into a product formerly costing \$90 per ton. The paper covered fields produce about 10 tons more cane per acre, equivalent to a ton of raw sugar, than those managed in the old way, and the crop costs from 50 to 80 per cent less.

And so it has been in every field of science, a succession of triumphs, but with so much new territory coming into view as the heights are reached that after all scientists are as pioneers clearing a virgin forest. Much of the underbrush—the smaller or less difficult problems—has been cleared away. In a few instances enough big timber has been cut through to make the way easy even for the multitude, but the big trees that remain standing or little more than scarred are so plentiful as to cause us to inquire "Can it be done?"

What are some of these outstanding problems? They are to be found in every science and indicate how our scientists are thinking and working for the common good. It is difficult to designate any real necessity as more vital than another, but surely food and fuel come high in our list of interests. Until recently crop distribution has been thought about in terms of soil, moisture and temperature only. Now we can add length of day or light, since it has been found to be a fundamental factor. By varying the length of day, plants have been caused to do weird things, particularly as regards fruiting and reproduction.

Deceit and the Bean

WHEN the day has been artificially shortened by drawing the greenhouse shades, soya beans have undergone their usual autumn changes in the heat of midsummer, while a longer day in early spring caused iris to bloom weeks before its normal time. All this means that a spring or autumn flowering or fruiting plant is such because of the length of day almost independent of temperature. Applying these results, we may yet see the time when this light factor will help in the allotment of the crop to be grown in a given locality because there its yield will be greatest.

Scientists are making great advances in understanding soil and uncovering items that are really fundamental. Not long ago a chemist found that scab-free potatoes can be grown only where the acidity of the soil falls within certain limits and that the suitability of the soil can easily be determined by using a series of new dyes—laboratory made. These dyes change color under conditions of acidity and alkalinity and are so sensitive that extremely small differences can be easily detected. This is but a start and has not been established with other crops.

As regards plant food, the problem may be that of making existing materials more available as much as learning the physiological salt requirements of plants, although our knowledge on the latter subject is indeed meager. The ability to convert waste smelter gases into sulphuric acid at low cost and to make with it a highly concentrated superphosphate from readily available rock will increase our supply of the phosphorous ingredient by opening a midcontinent source heretofore shut off by high freight on low value material. The present-day ability to cause hydrogen and nitrogen—both inert gases—to unite and form ammonia under the auspices of chemist, physicist and engineer relieves us of worry as to nitrates when Chile shall have mined her last ton. This research has been of a high order and for a long

time noted scientists declared such a synthesis well nigh impossible commercially. Now that Claude has shown us how to work continuously at 1,000 atmospheres pressure with remarkable efficiency the commercial production of nitrates seems doubly assured.

But there is another phase of the problem. Can vegetation be made to fix or be assisted in fixing atmospheric nitrogen for itself and thus do away with high temperatures, pressure bombs and elaborate gas purifying systems? A big series of systematic experiments with low forms of plant life such as unicellular algae like the green scum on the frog pond has shown that when nitrogen is supplied in the form of nitrates these plants can and do fix atmospheric nitrogen. If the nitrogen is in any other form than nitrates no fixation takes place. The experiments are being gradually extended to higher and more complex plant forms, and who will say that some day we may not know what accessory substance to supply our food and economic crops to enable them to utilize directly through fixation in some compound, the nitrogen of the atmosphere?

Putting Waste to Work

THERE are doubtless many other ways of stimulating plant life and the suggestion has been made that we utilize the waste carbon dioxide from blast furnaces to promote the growth of adjacent vegetation. This is based on the fact that plants require carbon dioxide, found in a very small percentage in the atmosphere, and that the experiments on a fairly large scale in Germany gave notable results.

But why devote so much time to the production of food and so little toward devising ways to make it all available? The losses begin in the field due to weeds, insects and plant diseases. There is an annual sacrifice in seconds and culls and a really tremendous loss during storage, transportation and distribution. We have 25 per cent of the eggs handled by dealers lost due to imperfect methods for keeping them. A new process has just been suggested which has promising possibilities, and consists in first coating the egg with calcium sulphate, formed when it is immersed in dilute sulphuric acid, and then with aluminum soap dissolved in a volatile solvent. In most respects this method is more satisfactory than any of those commonly in use and the mere mention of the problem brings home to us how little real research has been done upon it.

With increased ability to buy has come a discrimination against any but perfect products. How to utilize those that are under-size, off color, or misshapen. The citrus growers have supported research in such subjects as ways for bottling orange juice so that it will keep, but as yet the problem as applied to the whole field is unsolved. It may be that dehydration will constitute a solution when we learn enough of what takes place to control the process to the end that when moisture is again added we may have fresh materials.

Our problem does not concern direct human food alone, but that of livestock as well. There is reason to believe that we may yet learn how to cure hay in a way to preserve more of the attractiveness of the new-mown variety as compared with the brown, dry, brittle mass that we ask the animal to eat.

And what of the efficiency of our farm animal as a laboratory for the conversion of roughage into human food? We have already been shown that the poorer milk cows are better converters, counting milk and milk products, calves and meat, than the best steers. It has also been determined that there comes

a time in the history of the fattening cattle when they may continue to feed industriously without gaining in weight. This is due to a substitution of water for fat in their tissues and they "eat their heads off." We have yet to learn how to get the most for the feed consumed, but this problem is surely capable of solution through research. It is one of a long list which goes so far as to include the influence of fertilizers upon the skeleton of young farm animals.

Then there is that long list of possibilities in new varieties of plants and animals to be developed. Many of our advances have been through accidental discoveries and not systematic experiment. About 1750 the razor-back hog was crossed with one of the Chinese hogs developed in the course of the ancient Chinese civilization, but who will say the very best cross was obtained? We have greatly improved kinds of wheat, yet our annual losses from winter killing, drought, and failure to resist disease run into great figures. There is every reason to believe that the situation can be improved through a worldwide search concurrent with further wheat breeding.

What of the problems that are hardly to be considered less important than those of food, etc., in the present complex state of our civilization? We must think oftentimes in terms of power, and that means fuel at the present time except where water power is fortunately available. We are familiar with some of the plans put forth as means of salvation in future—the winds, the tides, the solar energy, static electricity from the air, etc.—but what of today? Can we make gasoline production keep up with consumption, and for how long? Tremendous research effort is being put behind that problem and abroad a government is investing thousands in an effort to find a substitute for motor fuel, leaning strongly toward alcohol to be produced annually from waste cellulose or rank tropical growth. Scientists are also turning attention to power transmission with the idea of setting up superpower stations at the mines or wherever fuel is easily accessible, and, besides a great gain in efficiency in burning fuel there would be released for other pursuits the thousands of men who now spend their lives following coal around from mine to ash pile.

To Keep Our Fires Burning

CONSIDER the valuable contribution of science in colloidal fuel. We have here the possibility of prolonging our fuel supply for the use of wastes and inferior material is involved, and a direct saving of fuel oil is made possible. The solid materials are reduced to a fine state of subdivision and caused to become so suspended that the resulting fuel may be stored for a suitable length of time and burned through regular oil burners. Many scientists argued that it could not be done and that if accomplished there would be no direct gain. But the seeming impossible was done and investigators have taken a new grip on the problem. We still have to learn the use of coke in domestic installations, how to produce metallurgical coke from coals thus far found unsuitable, the economical way of briquetting lignite for home use and more efficient methods of preventing heat losses everywhere fuel is used.

And so man finds himself in a forest of giants. How is he to cut his way through? What are these new tools that may prove to be his salvation? First and foremost the development of new theories leading to the establishment of new principles so useful in planning the attack. One of our longest steps

toward light without energy, wasted as heat has been taken as a result of work looking to the discovery of new academic facts. We now get more and better light for our money because inert gas—argon or nitrogen—in a bulb is better than a vacuum, and ductile tungsten, itself a triumph in research, is better than carbon. The cross fertilization of natural sciences has been of the utmost importance giving rise, for example, to physical chemistry.

Now and then some one introduces a feature that changes the trend of much work and provides a new tool that is fascinating in its possibilities. For example, catalysis. A catalyst is a substance that promotes a reaction without becoming a part of the final product. It is just like a parson performing the wedding ceremony without becoming a member of the new family. In the addition of hydrogen to an oil to produce a hard fat, nickel is generally used as the catalyst. In the contact process for making sulphuric acid platinum does the trick. The real catalyst in the synthesis of ammonia from hydrogen and nitrogen is still a secret—that is, the material may be known but not its method of preparation. We have not been using catalysts for long and so know really very little of the future possibilities. The organic accelerators now used in the rubber industry may be catalysts or merely carriers, but at any rate they reduce the time of vulcanization from two and one-half or three hours to thirty minutes. What manufacturer cannot think of processes which he would like to speed up similarly?

It was not so long ago that when work was carried on at say 100 atmospheres pressure we were amazed and wondered why everything did not blow up. Sometimes it did! But things usually react more rapidly at high pressures and some only react under such conditions, just as we believe the diamond was formed under high pressures and temperatures. But now 1,000 atmospheres has become a pressure attainable under commercial conditions and, while so far adapted only to nitrogen fixation, the advantages there are so remarkable as almost to guarantee the future of the process. Many of the difficul-

ties which cause no end of trouble at lower pressures entirely disappear at these unusual pressures and when we have perfected our technique in this new art our experience will help us solve new problems with this new method of attack.

When we succeed in making cheap oxygen—and we may turn the trick almost any day now—then revelations may be expected in many of the industries where air is used in quantity such as the blast furnace. Those reactions at the somewhat higher temperature which oxygen will make possible, may easily revolutionize that industry. It would be so helpful if we had a commercial method of obtaining vitamins in concentrated form so that they might be added to foods which are cheap and lack only the fat-soluble vitamins, for example, to make them entirely acceptable. Some day we will have it. Work toward that end is well under way.

As our timber becomes exhausted we must know how to put small pieces together so they will really answer the uses to which larger units are put. Research on adhesives is headed in that direction, while timber preservation and waterproofing and fireproofing research strives to prolong the serviceable life of our present timbers. Can we grow fiber for paper in annual crops? Recent work indicates that cotton linters and hull fiber can be so used. What can or cannot serve is largely an economical question which grows less in importance with the shortening of our wood supply. What about making cotton as warm as wool and as strong as linen. Can we produce a fine, long staple along with seed high in their oil content? What are the probabilities of keeping pace with lubrication requirements with increasing loads and speeds? Are we going to be able so to utilize increasingly expensive fuel as to keep down cement costs and so encourage more highway and general construction? The Lesley process is in this direction and provides for using gas from coal for fuel and the by-product coke mixed with the raw materials as accessory fuel.

We continue to have abundant waste utilization problems. Fifty-five per cent of the wood used in making sulphite pulp runs away

in the waste liquor. Good work has been done toward recovering some of the values, but only in a few localities. Wheat straw is still burned in the northwest for want of commercial uses. It has been made into fuel briquettes without a binder, experimentally, and has been found to yield fuel gas upon distillation. Bleached straw pulp, a filler in paper making, has been used abroad but none is made here. Marine borers destroy piling within eighteen months sometimes, insects eat binder twine and thus cause wastage in the grain fields, while rats continue their millions of dollars of annual damage.

Two of our fundamental problems are the subjugation of the tropics for agriculture, etc., and so placing man in industry or profession as to avoid human wastage and failure. As to the first, the internal combustion engine may prove the solution. Man transformed the temperate zone with the aid of the horse, but the horse cannot withstand the tropics.

As to the proper utilization of man's talents, progress is being made and studies coordinated. We know full well that many a son is not suited to follow in father's footsteps, but in what shall he engage? Some day, and before long, tests may show for what he is temperamentally suited early enough in his career to assist in avoiding mistakes in choosing his field of activity. Scientists have had some success in this work, particularly in assigning apprentices.

But any reader can cite many more problems if he or she will but think of the work before us. Can it be done? Let me remind you of the poem "Darius Green and the Flying Machine." As a boy I liked its rhythm and its humor. I enjoy it now because within a few years I have seen the answer again and again to that line "The bird can fly and why can't I? Is the chattering phoebe smarter than we be?" We may not see all the pressing problems of the day solved in our time but as man's intellect develops and he gains knowledge of the why as well as the how, surely the greater trees will fall in his forest and he will stand in a cleared place with a wonderful vision but with work still to do.

Lessening Life's Gambles

Here are some of the ways in which modern insurance companies stabilize man's assets and activities, and take the sting from many a sling and arrow of outrageous fortune

By J. W. BISHOP

ARE WE less honest than we used to be? And if we are, did the war cause it? Ask the professional thief catcher and he will probably say "yes" to both questions. Ask the insurance man, before whom many kinds of business pass in review, and his answer will probably be more guarded.

He might and probably would say "yes" to both questions if you limit them to the men and women whose business is fraud and theft. If you widen the question to include business morals, as a whole, he doesn't think so.

And here's an instance one insurance man tells to illustrate how dangerous is generalization. Not long ago his company, which does a large business in automobile insurance, looked over their records of payment for losses of tires by theft and discovered that

apparently no one ever put in a claim for anything but brand new cord tires.

At first thought the company's investigators were suspicious. People were putting it over on the insurance company, they reasoned. But a little further investigation showed that, in general, nothing but new tires of the best materials were stolen. The reasons were two: One minor one was that in a good many cases the motorist was carrying his best tire as a spare and only spares are stolen. He was, instead of "putting his best foot foremost," putting his best shoe hindmost where the thief could get it. But that was only a small factor. The real reason was, thieves took only the best tires. They wouldn't bother with worn ones. It was the discrimination of the thief, not the dishonesty of the car owner, that was the factor.

How did they find out? The chief cause was that the only claims for worn tires that were put in were for tires that were enclosed in cases so that the thief couldn't see what he was taking. Now the motorist is advised to run a new tire a hundred miles or so to take the new off of it before he hangs it on the back of his car. It is less attractive to a thief then.

But whether men are or are not less honest since the war, there is a "moral hazard" that has developed in fire insurance that gives the underwriters concern. Here's the way one insurance man of vision and experience describes the situation:

"Go back a couple of years to the days when business was booming and prices were kiting, when a man's stock might be worth \$10,000 on day and \$15,000 a week or a month

later. Men naturally sought more insurance. They wanted protection on stocks which were difficult of replacement and whose values were leaping every day.

"But he wasn't anxious to collect on his insurance. Not he! He saw profit in whatever he had, and he knew, or thought he knew, that it would be difficult to refill his shelves or buy more raw material. Moreover, his place of business had a bigger staff and was open longer hours than ever before.

"Then the pendulum swung back. Prices dropped and business sagged until it was almost motionless. The insured knows where he can replace his stock with fresh new goods. He knows, too, that a fire wouldn't be the worst thing that could happen to him. He doesn't want a fire. He doesn't even dream of arson. If a fire started he'd be the first to try to put it out and he'd risk his life in trying. He isn't consciously careless. Yet perhaps he doesn't watch as closely as he once did. His mind is centered on the idea that a fire must not happen. He's what you might call 'neutral.' In addition, he has fewer clerks or workmen, and the insured premises are closed more hours of the day.

"And fire losses grow due to what we call a 'moral hazard.' Arson isn't an element. It isn't even what is sometimes described as a 'fire due to the friction of a \$10,000 policy rubbing against a \$5,000 building.' It's a state of mind."

A Busy Handmaiden

IF, as we are sometimes told, "insurance is the handmaiden of commerce," she is a handmaiden that is called upon frequently to face new tasks and new forms of old ones. Turn again for a moment to the question of insuring automobiles. It is less than twenty years that this form of insurance has been written, yet in 1920 the premiums paid on automobile protection were \$185,000,000. A generally accepted figure is that there are about 9,000,000 motor cars in the United States. In other words, the average car owner is paying about \$20 a year for protection of his investment.

In the short life of automobile insurance its whole nature has changed. In the days when the automobile was called a horseless carriage and street urchins yelled "Git a Hoss!" no one stole automobiles. Probably the thief didn't think they were worth stealing. More probably if he had stolen one he wouldn't know what to do with it. But, fire! There was where the insurance companies' money went.

Now the tables have turned. Not many years ago an automobile could be insured against theft for 12½ cents a \$100 and the insurer pocketed most of it. Now, theft insurance is about \$3.25 a \$100 and, on the word of the insurance companies, they lose money at that. The automobile is now merchandise easily disposed of. How many cars are stolen a year? No one knows, but the total is many thousands. What figures are available are only those of insured cars, and only about one car in three is insured.

What is the cause and what the remedy? The insurance companies blame "owner carelessness" for a good deal of the thieving and they are seeking to find a way to make the owner careful. Various plans of title insurance and recording have been suggested and some have been tried. As yet results are uncertain. One change that has taken place in the automobile field is the disappearance of the "valued policy," under which insurance is paid for an amount fixed by the contract. As a cynical writer puts it:

"The owner who starts to trade in his old car for a new one and is offered \$700 while its insurance value seems to be \$1,200, will no longer be seriously tempted to have his car stolen by some friendly thief so he can save that \$500."

That may sound all right from the point of view of the underwriter, but is apt to be irritating to the automobile owner who feels that already he is paying high for his protection. It is possible for a man who wants to take every precaution to pay more than \$400 insurance on a \$2,000 car.

Automobiles naturally suggest aircraft and perhaps the automobile insurance men who are worrying over theft and carelessness might take a lesson from the insurers of airships. In that business the insurance is aimed not so much at the machine as at the man who runs it—our old friend, "the moral hazard" again in a new form.

The chief thing the insurer wants to know

Does Every Man Insure Himself?

DOES every man insure himself and his home? Far from it.

Yet this country is reaching nearer and nearer that goal. Grouping the ordinary and industrial life companies in this country in 1920 we find 63,000,000 policies in force with a total amount of more than \$40,000,000,000. And that is a growth in forty years from a million policies.

Nor are the figures of fire insurance less striking. Estimates made a year ago indicated that the value protected by insurance was more than \$100,000,000,000 and that the average fire losses paid each year were not far from \$300,000,000.

Take a third of the great divisions of insurance—marine. Available figures are uncertain because some classify automobile insurance with marine but an idea of the business of the industry is gained from Best's reports which record \$150,000,000 paid in premiums in 1919 on "ocean marine, inland, and automobiles lines" by 109 companies.—THE EDITOR.

about is the pilot's experience, record and habits, and the handful of insurance companies that do this business keep close tab on the men who fly. Here's an illustration of the personal element in aircraft insurance:

Not long ago one of the most experienced American pilots, a man who could have got insurance on land at any time, bought a sea plane and couldn't get insurance. The two trades are radically different and the land bird had yet to prove that he was a sea bird.

It's collision that causes the loss in the aircraft industry, not theft. So far there has never been but one theft loss reported and that proved to be a false alarm—a pilot had borrowed the owner's "ship" and gone for a ride without asking. There's a condition that would make an automobile insurance man turn green with envy.

Withal, the aircraft of the country are far better insured than the automobiles. It is figured that from 40 to 50 per cent of the possible insurance on aircraft has been written while only a third, and some authorities say hardly a fourth, of the automobiles of the country are protected. Already there's an association of aircraft underwriters and when the transportation of the world gets further off the ground the insurance men will be ready to underwrite its risks.

If the fliers are fairly well insured the one

universal industry, that of living, is not. At least the insurance men say that as a whole life insurance hasn't begun to reach the heights it should. It has been said that the lives of the country are only about 8 per cent insured against the financial loss caused by death while the property of the country is nearly 80 per cent insured against fire. These figures are not set down as fixed and certain, but they are cited only to show that fire insurance more nearly than any other form has reached what the chemist might call the saturation point.

Figures compiled some time ago put the average annual fire loss in the United States at \$300,000,000 while in 1918 the losses paid on fire policies by stock companies alone were \$257,000,000, which bears out the statement made above.

If fire insurance has come somewhere near its limit, there are still other things against which property may be insured. The early Greek philosophers listed four elements, earth, air, fire, and water, and against the misbehavior of any one of them, your property may now be protected. Crop insurance has been issued for only about two seasons, yet it promises to be a big factor in the farming of the future. Here too it would seem the "moral hazard" might be a factor, that the character of the farmer and his skill might play a big part in overcoming the handicaps of the bugs, rain, wind, and drought.

But it is not only the crops which can be insured against rain. There's a growing industry in insuring the promoters of outdoor amusements against bad weather. As the circular of one company puts it:

Your policy insures against either one-tenth or two-tenths of an inch of rain occurring during a specified number of hours. Rain of less than one-tenth of an inch is not considered enough to harm an event.

You can insure either your expenses or your estimated income for one day or for several days as you desire.

As a Financial Umbrella

IF YOU have an amusement park you can insure against loss by rain for an average day or loss of estimated income for special days such as Saturdays, Sundays, and holidays. Owners of resort hotels can insure themselves against rainy weather. The circular quoted above displays in *facsimile* a draft for \$11,000 which was paid to one New England fair to reimburse it for a rainy day. It would have taken more than two-tenths of an inch to stop the recent Carpenter-Dempsey debate in Jersey City, but Mr. Rickard could and probably did insure himself against the loss caused by postponement.

Such insurance has long been written at Lloyd's in London. Only the other day the cables brought a story of British underwriters being called upon to pay half a million francs because rain spoiled a great charity fete. Lloyd's were to pay all the expenses if observers on the Eiffel tower noted more than two millimeters of rain after 11 o'clock on the morning of the bazaar. The rain fell and the only losers on the day were the insurance men.

Tornado insurance is another rapidly growing form of property insurance. Less common in this country is insurance against flood. In the recent disaster at Pueblo no insurance had to be paid. Not long before the waters came, a property holder in that western town wrote for rates. Apparently he thought them too high, for nothing more was heard from him.

The new forms of life insurance are many. Increasingly it plays a part as a basis of

credit and as a stabilizer of business. One form which is growing is the insurance of a partnership against the death of one of its members. Suppose Smith, Jones, and Robinson decide to pool their abilities and their cash and start a manufacturing business. Smith is the production expert, Jones knows the selling game, and Robinson is the office manager and financial man, a strong and well-balanced combination. But if one of the three dies all sorts of trouble may develop. The widow may want to be paid off in cash at once. The bank may be a little uneasy about outstanding loans and very cold about new ones until it knows how the dead partner's place is to be filled. So when the partnership is formed it carries insurance against the death of a partner. Sometimes it is provided that the money is to be used for a specific purpose—perhaps to settle with the estate of the partner, sometimes it is used only to add capital to the firm at a hazardous time. Again insurance is acting as a stabilizer.

Not uncommonly corporations insure themselves against the death of an officer whose place might be peculiarly hard to fill, or against the death of an employee of peculiar attainments. Sometimes the life of an especially valuable department head is insured.

Another outgrowth of the last few years is insurance against inheritance taxes. The

call of nation and state for their shares of an estate may come at a time when cash can only be raised by a sacrifice of property. Many men provide against this by life insurance which will provide cash at a time when it is most needed.

Insurance against "death in life" is what the agent dramatically calls another form of life insurance now rapidly growing in favor. It is an insurance against a disability which leaves a man shorn of his earning power, but with an increase in the demands upon him for money. Such policies give the insured an income for the remainder of his life and provide also that premium payments cease.

There is a similar tendency in casualty insurance towards the non-cancellable policy. Hitherto insurance against sickness has been written only between the ages of 18 and 55 and such policies were renewable yearly in the manner of term policies in life insurance. The complaint of the insured has been this: After paying premiums for a number of years with no claim to make against the company, somewhere, say, in his 40's, he becomes ill. The company settles that claim, but feeling that he is no longer the safest of risks, declines to renew the policy. The insured feels that he is unfairly treated. Now the companies which do this line are issuing policies which can

not be cancelled, which in effect protect the insured over the whole period.

The part of insurance as a basis of credit is familiar to every man. It serves as a stabilizer and there are few elements of danger that can not be ironed out or lessened by some form of insurance. How vital a part insurance plays in commerce is shown by the fact that insurance is even made to cover losses by failure to insure. Banks take out policies through their foreign agents—the insurance must be written in London—covering errors and omissions in, or the lapse of insurance on, merchandise, underlying drafts or any foreign transaction.

These are given as illustrations of how the protection might work:

A shipment might be made from New York to Buenos Aires, which for some cause beyond the bank's control was not accepted by the consignee before the insurance covering it had expired. In the event of damage or loss in connection with the shipment the bank would be protected.

Again, in the case of a shipment made, the marine policy on which did not provide for trans-shipment, but which was trans-shipped without the bank's knowledge, the bank could recover should loss ensue.

To insure oneself against the failure to insure oneself would seem to come close to completing the circle.

Change in the "Changeless East"

Railroads and telephones, flivvers and flying machines, above all the search for oil, are making over the cradle of Christianity and the home of the Moslem faith

By FREDERICK SIMPICH

FROM the Golden Horn to the Persian Gulf, progress is fairly rocking this long dormant old Bible Land. Never again can we write of the "Changeless East." So swift, so amazing, and so far-reaching are these changes become that it is not easy even to follow them. Who knows, from day to day, whether Baku is soviet or sober; whether Bagdad doesn't answer because Beduins have cut the wires, or because Local No. 6, Chaldean telegraphers, is striking for another ten piasters per! The very boundaries on the once familiar map itself are twisting and writhing—as new geography is born.

Probably never since the Flood, certainly never in all its eventful recorded annals, has this ancient "cradle of the race" been so profoundly shaken. Not the advent of the Children of Israel, nor the Greek and Persian invasions, nor the Fall of Nineveh and Babylon—not even the coming of the Crusaders—ever so thoroughly upset the old order of life in this Middle East as did the Great War that smashed the Sultan's power and wrecked the Empire of the Turks.

Nobody, not even the purveyors of super-heated fiction, could have dreamed six short years ago that in 1920 an Arab king would have a voice in world councils; that sleeping cars would run from Jerusalem to Cairo; that Christians might go to Mecca, or that turbaned *mullahs* would pray in Turkish mosques for the President of the United States, as was done when Woodrow Wilson was ill.

Equally amazing, to you who knew the Ottoman land of yesterday, is the thought of railway trains running from Sinbad's old Basra home up the palm-fringed banks of

the Shat-el-Arab, past the tomb of Ezra and along the Tigris to ancient Bagdad, and thence on to the Persian border; of airplanes taking the mails over the hot, hostile, wind-scarred hills of Persia to brooding Teheran; or of movies, electric fans and flivvers in the old home of Haroun-al-Raschid itself.

When I lived in Bagdad, not so long ago, instead of using fans we fled to the deep, dark cellars to escape the noonday heat—and poured water on our bunks to cool them; in lieu of flivvers we fretted with temperamental donkeys; we got our occasional mail by camel-post from Damascus, instead of by airplane (except when prowling Beduins hamstrung the camel and killed the courier).

In those sleepy, pre-war days life was lived just as in Abraham's time; the covenant of bread and salt was kept, and sheep were slain to seal a vow. Daily habits had changed but little in twenty-five centuries. Wild Beduins carrying spears and riding camels were still numerous in the foul, crowded bazaars—and at night the nervous Turkish *Wali* closed the medieval gates of the city to keep out marauders from the desert. Sleeping at night on the flat, mud roofs—for such cool air as stirred—we often heard yells and shots from outside the city walls, a sure sign that some belated traveler was being robbed or killed by lurking thieves.

How different today! British troops, a hundred thousand strong, policing Mesopotamia under the Mandate; millions spent on sanitation (cholera was a ghastly foe in my day), on roads, on relief work, and on the aid and encouragement of agriculture. And when the British have organized and set up a government and put the country in order, they say, it will be turned over to the Arabs,

who will have a chance to show what they can do at governing themselves.

Thus—and all because a Sultan listened to a Kaiser, these amazing transformations sweep the East, tearing down old nations and setting up new, twisting and warping the map of the world, affecting the lives and destinies of millions. Yet in spite of all the fighting, the killing, the waste and ruin of war that swept the land from Konja to the Karun, from Kut to Cairo, civilization's real task—the cleaning up, the modernizing and strengthening, the instruction and upbuilding of this age-old haunt of sloth, prejudice, and ignorance—seems well under way. And nowhere, either in the string of new nations that stretches from Latvia down to Georgia and Azerbaijan—or in the mandate colonies of Africa and the South Seas, are the Christian white man's burdens more obvious.

Yet with the British busy in Mesopotamia and Palestine, with the French active in Syria, and the Greek and Italian spheres of influence near at hand—with a Sultan sulking in Stamboul and stubborn rebel Turks lined up with the Bolsheviks, with divers Arab tribes as predatory and restless now as in the tumultuous times of Tamerlane or Murad the Fourth, and all Egypt, India, and Persia in ferment—well, one can see that civilization still has much unfinished oriental business on the table.

Just how these various experiments with mandates, new states, Jewish homes, protectorates and Arab kingdoms will work out is the theme of argument from Rome to Washington—to say nothing of what the experimentees in Bagdad, Mecca, Jerusalem, and Stamboul think about it. Friction and jealousy are inevitable, of course, for every

phase of human life—racial, religious, economic, and political—is involved.

While dignified diplomats pore over its political puzzles, military men follow the fighting—or marvel at the career of Kemal, the twentieth century Ghengiz Khan. American missionaries and teachers want to know what about their church and school properties, their scattered converts and pupils. Eager traders clamor for peace—insist that war dust be allowed to settle, so they can go on and barter plows and machinery for rugs, wool and figs. Yankee plug tobacco makers yearn for order along the Tigris, so they can get licorice root to flavor their output.

Then, more cautiously, politely—but immensely determined—come the holders of oil and railway rights, granted in the glittering days of the old Empire, before a Sultan listened to a Kaiser. Here, in the speech of the rialto, is the hair on the coconut: railroads and oil—with the accent on oil.

No Water—Much Oil

ALREADY the success of the Anglo-Persian Oil Co., in its vast Karun River fields of southeast Persia, indicates that this region may become one of the world's greatest producing centers. And no one who has not seen this dry, empty, inhospitable region can visualize the vast difficulties the British have overcome, in developing these Karun fields. I well recall my own visit at Mohommereh and my trip up the Karun, years ago, when the first American drillers were set to work; cholera, plague, dysentery, heat, lack of ice and proper food, the menace of brigands—these were daily dangers. But today these wells are flowing, the tanks are filled, pipe-lines are laid and the British navy in the East is sure of ample fuel.

But the oil hunt, tireless and unremitting, goes eternally on; now it's the dry, flat face of Mesopotamia that they're boring full of holes. Near Hit, of the old Hittites, and elsewhere between Basra and Mossul, bitumen springs and other oil traces abound, which seem to tie up the Karun fields with those at Baku. So, in the San Remo agreement, we find the French—in their participation—claiming the right to run pipe lines from the Tigris valley across the Holy Land to the Mediterranean—to bring fuel to their own fleet at Smyrna.

Looming above all other developments in this restless Levant is the famous Bagdad Railway. When Constantinople fell in 1453, the ancient overland trade routes to the East—the old trails of Alexander and Marco Polo—were closed to the Western world. It was to re-open these rich trade trails, to gain access by land to the markets of Bagdad and beyond, that drove the ambitious Germans to attempt the thrust of this spectacular railway from Berlin to the Persian Gulf. But as the rails were laid farther and farther towards warm salt water and the wealth of Iran, other powers grew restless and jealous; they objected to this attempt at commercial domination by any one power, no matter which.

In German hands, this singularly strategic line would have given Berlin a magnificent advantage—commercially and politically; other Western powers could not have enjoyed equal privileges in transport and trade, be-

tween the Mediterranean coast and inland points to the East. And history shows plainly that this ancient highway across Asia Minor to Bagdad and Persia must be kept open, if peace is to prevail in the Near East—and the nations of the western world are to trade on a free and friendly basis. Today,



An old carpenter in Palestine. You would think from his face that he was a Jew, but the tattered turban places him in the Mohammedan faith. He is using a primitive drill, holding the block of wood in place with his toes while his hands are busy.

we are told, the French are temporarily operating most of this railway system; its future control and extension, under some agreement giving equal rates and rights to all traders, regardless of nationality, is necessary to the free, full development of the various regions it serves.

Probably few Americans realize that already more than 3,000 miles of railway are today in operation in this long neglected land. The great Taurus tunnel is dug, and the Euphrates is bridged. Pilgrims go to Mecca by train—on a railroad built by subscription funds from Moslems all over the world. Only a few short stretches of track remain unbuilt, till trains can run from Paris to the Persian Gulf.

Think what this means to the Yankee salesman or tourist of tomorrow! To take the Bagdad Express from the gare at Paris, whirl across southeast Europe—a brief halt at Constantinople to snap the mosques and pariah dogs, then off over the Anatolian line; a rush through long tunnels that pierce the base of snowy mountains, with stop-overs at Jerusalem, Damascus or Aleppo; then the long, wild ride across the desert country, over the Euphrates and on to Mosul, hard by the ruins of ancient Nineveh; thence south along the Tigris to old Bagdad, once the center of the world's wealth and culture—then a side trip out to Babylon, partially restored, perhaps, to catch the tourist trade, with maybe a new concrete-steel "Tower of

Babel" to give the tripper a thrilling view of the remodeled "hanging gardens," the early home of Adam and Eve, and the irrigated fields where Nebuchadnezzar ate grass with the wild asses. From Bagdad, again, take your choice of two further routes: East, with the pilgrim tide, to the Persian frontier at Khanikin, or south along the river to bustling, rejuvenated Basra—where black-robed, bearded, barefooted Arab girls pick and pack thousands of tons of dates, each season, for the New York market.

Since the day Napoleon paraded his troops in the shadow of the pyramids, Western influence—battering the sullen walls of Moslem antagonism—has made slow but marked progress in the Near East. For centuries we Westerners merely imported from this East—imported silks, spices, woven stuffs, works of art, and, happily, we also drew on this region for new ideas, for architecture, philosophy and culture, all so much needed when Arabs passed the torch of learning to the West.

Today, the tide has turned; Western influence is transforming the East. Our machinery, our textiles and tools, our methods of transport, sanitation and government, our system of education, are all flowing to the East. And far ahead of the cautious trades marches the missionary and teacher, zealous to bring our culture, medical science, hygiene and religious ideals to the awakening East.

No American effort in any foreign land, anywhere, transcends the magnificent success of our Christian schools in Turkey; in spite of greed for trade spoils, and political rivalry, even our opponents admit that American through such institutions as Roberts College has wrought amazing progress in Turkey; that, measured by actual educational results, we have done in Turkey what France has done in Tunis and Algiers, and the British in Egypt and India. (In 1914 there were 627 American schools in Turkey, with 34,000 students.)

Nowhere have American ideals and culture been more unselfishly bestowed; yet to no other region of equal area, wealth and importance has the American business world heretofore given so little attention!

Till lately, most stories from the Near East printed in our papers (barring war news) have told of Armenian woes, the bizarre beauties of Bagdad, or the finding of a clay tablet at Nineveh proving that Assurbanipal was an Elk. Printed trade reports, slightly more comforting, disclose that the Sultan of Muskat has bought an American music-box through a Hindu jobber in Bombay, and that Syrian cinema fans are crying for more Yankee comedy films and cowboy stuff. In other words, we have hunted humming birds while our rivals gunned for bigger game.

What the Yankee trader wants now is the address of the Sheikh who's buying motor trucks and concrete mixers; he wants to know more of the oil and asphalt deposits, the copper mines up towards Trebizond, and the other natural resources awaiting development in this awakening land. He wants to know just exactly what's doing, in a commercial way, behind all the dust that's flying between the Land of Moab and the old home of Sinbad the Sailor.



No Deflation Here

THE COST OF GOVERNMENT has not deflated with any such rapidity as, say, wholesale prices for commodities. Keeping books by fiscal years that end with June, the Government is not ready with its detailed figures until the middle of July. The totals are pretty accurately available, however, immediately after the Fourth of July. The total expenditure for the twelve months ended on June 30 this year was around \$5,115,000,000. The corresponding figure for 1916 was \$724,000,000 and for 1914 was \$678,000,000.

If one follows the prevailing fashion among statisticians and takes the figure for 1913 as 100, the index figure for government expenditures in the last twelve months has been 750. The Federal Reserve Board's comparable index number for wholesale prices of all commodities never got above 264 and now is around 140. The index figure of the Department of Labor for retail prices of articles of food touched 219 as its peak and now is under 150. It is perfectly apparent that the Government's expenditures are not altered in the same way as some folks' wages—in relation to the cost of living.

"Adjusted Compensation"

ADVOCATES of soldier bonus legislation attacked in great force when the Chamber of Commerce of the United States announced that it was opposed to any cash payment plan. The logic of the Chamber's position was not assailed, but a great many bad names were indulged in.

Apparently there are influential men in the government who are also of the opinion that the payment of a cash bonus would be anything but wise. As Secretary of the Treasury, Mr. Mellon is in a position to know whether the country is in a position now to stand a further heavy drain on its financial resources. Here are some of the things he has to say about the present bonus proposal:

The country is under a solemn obligation to those who fought its war. Our first concern, of course, should be to make full provision for the needs of disabled veterans. To that object the country is pledged to give without stint of its resources.

It would be unfortunate in the extreme, while we are still struggling with that problem, to dissipate our resources in a sweeping plan for cash payments to able-bodied ex-soldiers and sailors. The best interests of the veterans cannot in the last analysis be considered separate and apart from the best interests of the country as a whole, and I should be derelict in my duty to the country and to the veterans themselves if I failed to give this warning of the inevitable financial consequences of the pending bill.

Its direct consequences are inescapable. . . . It would also involve grave dangers of renewed inflation, increased commodity prices and unsettled business conditions. The result would be serious injury and loss to the whole community and in the long run even the veterans themselves would lose far more than they would gain. I cannot bring myself to believe that this would be "adjusted compensation" for a service that was performed as the highest duty of citizenship and a sacrifice that can never be measured in terms of money.

So much for the general cash bonus proposition. Now listen to Senator Borah on some of the features of the bill that is before the Senate:

If the Republican party wants to do a really courageous and patriotic thing it will send this bill back in to the committee and make a bill out of it instead of, what I regard it, a pretense. They will recommit this bill to the committee and either present a bona fide compensation bill for the soldiers or they will say that we are not in a condition in this country now to do that. The latter proposition, in my judgment, is the patriotic thing.

The report on the Bonus Bill undertakes to disclose, first, that we can pay the soldiers \$4,500,000,000, and secondly, that it will not cost the taxpayers anything to do it. It seeks to sustain this theory in this way: First, it postpones the payment to a time far in the future; and, secondly, it then promises the taxpayer that when we do come to pay, the foreigners will pay our soldiers.

Now, candidly, is there a member of the Finance Committee who really believes that we will get any interest on those bonds at all between now and the 1st of July, 1922? We know, if we are correctly informed, that the powers that be in the financial world and who dictate the financial policy of this country, regardless, apparently, of what party is in power, have already suggested that the payment of interest be postponed for 10 years, presumably, I suppose, so that these foreign powers can pay the interest on their private loans. . . .

Let us look at the land settlement provisions of the bill. . . . The soldier is given the munificent opportunity of going out and having a preference right for 60 days in connection with any opening of Indian lands or public lands with reference to homestead or desert land entry. I think I know something about the condition of public land in the United States and any soldier who goes there will have very little opposition to securing the first choice. . . . There are no longer lands except those which are harsh in their nature, difficult to reclaim, and require not only extraordinary effort but a bank account to start with.

President Harding told Congress that the country is in no position now to carry the burdens which the bonus bill would impose.

The Chamber of Commerce of the United States takes the position that legislation should first be passed for prompt and adequate relief for injured veterans. Whatever measure is passed for the benefit of able-bodied veterans should have a constructive purpose and should not include the cash bonus or the equivalent certificate plan. The Chamber advocates such assistance, therefore, as will enable a veteran to gain an education, a home or a farm, all of which, if accomplished, serve to make a man independent and self-respecting. If this is "un-American" or "unpatriotic" the National Chamber must admit the charge.

Going, Going—!

RUBLES have an official quotation in Riga, but it takes a mathematical formula to get their value in American dollars. According to the quotation, 1,000 soviet rubles make 10 Latvian rubles, and 400 Latvian rubles are worth one dollar. In other words, the Russian ruble has now suffered a depreciation of ninety-nine and nine-tenths per cent, plus.

The Tax Test of Business

TAXES as indications of the volume of business may have their fallacies, but are none the less interesting.

Figures now available show that in the current year the Government is collecting more than last year from taxes on freight charges; the tax has remained the same, the volume of freight has fallen off, but the freight rates have gone up, to the advantage of the public exchequer. The tax upon decedents' estates has yielded 50 per cent more than in the earlier year, not because more Americans are dying, but for the reason that the full yield of such a tax is not at once reflected in the Treasury's receipts. The Panama Canal had the biggest year in its history, and produced over \$12,000,000 in tolls. The tax on admission to theaters and other entertainments has produced approximately 25 per cent more than last year.

On the face of the tax returns, out-door life is regaining its feet, after the effects of war. At any rate, the taxes on sporting goods, yachts, cameras and films show larger figures than in 1919-20, sporting goods alone accounting for a \$1,000,000



increase. Chewing gum keeps pace with the articles of outdoor life. At the same time, there must have been an increased inclination for comfort indoors; for the tax on electric fans will produce \$130,000 extra in the last twelve months and the tax on toilet soap, etc., will turn in over \$200,000 extra.

These figures are approximations for twelve months. Toward the end of the period there were a number of tendencies opposite to the results for the whole year. Thus, although in the year the tax on motor trucks will be less than in 1919-20, in May of this year this tax had a larger yield than for May, 1920. On the other hand, there had been a slowing up in sales of toilet soap and electric fans, while cigarettes had a decided spurt.

A Shortage in Pure Science

WE WERE TAUGHT in school that every time we wash our hands or light a fire we are watching a chemical process that could be turned into one of those puzzling formulas made up of capital letters with small figures hanging to them. Most of us accepted the statements as true and let it go at that.

If you would realize anew how closely the work of the research chemists and physicists is linked with our every-day life, run down the list of research fellowships at the Mellon Institute at Pittsburgh. Bread and soap, stoves and inks, fruit beverages and glue, these are half a dozen of the half a hundred subjects with which these men are struggling. And out of them comes a process that saves a million barrels of flour a year and means cheaper bread to you and me, or a process that will extend the life of your shirt from ten trips to the laundry to twenty.

And it is hard to realize that back of it all is the domain of pure science and without its workers, little progress would be made in the field of applied science. More than that, our supplies of pure science are running low, so great have been the demands upon them made by industrial research. At least that is the statement of Dr. Ernest F. Nichols, the physicist, who on taking office as president of the Massachusetts Institute of Technology, said:

Due to the brilliantly amazing progress of applied science, the accumulated results of centuries of pure science is nearing exhaustion, and progressive industries realize the situation, as indicated by the rapidly increasing amount of pure science research issuing from research laboratories.

It is an interesting speculation to think that these researches in pure science may go back to fields of the elixir of life and the philosopher's stone. George Bernard Shaw is preaching to us that men ought to live at least three hundred years, and not so long ago no less an authority than Ira Remsen, Professor Emeritus of Chemistry at Johns Hopkins, talked seriously to a number of chemists of the possibilities of further discoveries in the transmutation of metals.

Getting Everybody Interested

IT'S HARD to please everybody, but the American Chemical Society made a gallant effort at its annual meeting. The titles of the 250 papers submitted ranged all the way from "What Puts the 'Pop' in Popcorn?" to "The Hydroxamic Acid of Cyclopropanecarboxylic Acid and its Derivatives."

Seeking New Sources of Paper

AT INTERVALS, some forestry statistician confronts us with the number of acres of forest land that are cut over each week that the youth of America may be delighted with the comic supplements of the Sunday newspapers. Just as we are visioning a broad United States looking as if it had been

trimmed by a safety razor, we are comforted by some figures showing how much paper can be made from the Alaskan forests without permanent sacrifice if only proper methods are followed.

Meanwhile the search for new raw materials for paper making goes on. The Imperial Institute of Great Britain is struggling with trees and grasses from India and Africa with more or less success. A recent publication lists more than 30 plants on which experiments have been made in the last eight years. Rice, straw and husks, linseed stalks, sunflower stems, these are familiar sounding, and baobab and bamboo are not entirely novel, but what shall we make of muguboya bark or tambookie grass? Not much out of muguboya but of rambookie we are told that "it is well adapted for paper making and in normal times the crude material would probably be worth about 20 dollars a ton in the United Kingdom."

Our grocer born in Greece or Italy may yet wrap our tea grown in China in paper made from grass grown in South Africa.

Want a Wooden Ship?

ALL NATIONS, colors, and creeds are invited to bid on the Shipping Board's wooden vessels. They may be bought to operate under any flag, or to break up for the materials of value they may contain. Any recognized broker who produces a bona fide sale will get a commission of 5 per cent. It will be interesting to see what the bids contain, when they are opened on July 30.

England, too, has some ships on hand which she is now willing to sell to folk of other countries. These are vessels that Germany surrendered. At the end of June they were made available for purchase by foreigners, having earlier been offered only to British nationals.

The Coolie Meets His Match

IN EAST INDIAN ports they are called the horses of Eblis, and Chinese coolies, marveling at their power and swiftness, have dubbed them devil wagons. They move dairy products through New Zealand, trailing over crooked paths other carriers which by an uncanny device follow automatically in their wheel-tracks. They may be seen in the railway stations of Japan and on the docks of Manila and Rio de Janeiro, in the cotton mills of India and in Argentinian packing houses. They have traveled to the ends of the earth; and on arrival at their destination they do the work of twenty men—do it so cheaply that even where labor is cheapest it is profitable to use them.

You have seen them, of course, moving noisily about baggage platforms of American railroad stations, for they are American-born. They are electric and gasoline trucks, fashioned in the factories of Cleveland and Detroit and other Yankee industrial centers. Prosaic they are and often ungainly, but they fare forth to foreign lands as emissaries of American genius.

This Printer Fixed Tariff Rates

IMMEDIATE EFFECT for tariff duties as soon as they are announced has some advantages in its favor, but the principle can be overdone.

Proof has recently been given by Spain. Publication of rates in the official gazette puts them into operation. Toward the end of May the rates of a new emergency tariff were published. After the paper was off the press and distributed, it was discovered that the printer's devil or someone else with an irresponsible mind had introduced some innovations of his own. Until there could be revision and republication, however, these innovations remained the law of the land.

Everybody Won This Gas Fight

By the simple method of telling the truth, the commercial secretary succeeded in lowering the price of gas for his city and in increasing the company's revenues

By WILLIS B. POWELL

Secretary, Lake County Chamber of Commerce, Tavares, Fla.

SOME YEARS AGO in a new and progressive city the gas rate was \$1.65 per 1,000 cubic feet. Other cities, in distant states, were charging \$1.00 to \$1.25. Naturally the citizens protested and the protest was carried to the Chamber of Commerce, where it was expected the usual resolutions would be passed, the gas company put on the grill, and threats made for municipal ownership and other dire things. To expedite the story we shall call the city in question "Tyrrus." The gas company was a foreign concern. Foreign capital invested in small city corporations is prey for the public. The capitalists and what they capitalize is about as popular as tonsillitis at a singing bee.

The company admitted that a \$1 gas rate prevailed in some cities and the plants paid dividends with \$1 gas, while in Tyrrus no dividends had been declared at a \$1.65 rate. They proved that in some dollar-rate cities there were more connections in one city block of apartment houses than in four square miles of outlying Tyrrus territory. They proved that some mains in Tyrrus were laid at an expense that would not, in the next five years, justify the caking thereof.

This was all brought out in a conference the secretary had with the foreign president and the local manager. They approached the conference in a friendly spirit, not, as one would suppose, in that "public-be-damned" frame of mind.

"If we had two thousand additional connections to the existing mains," said the president, "we would lower the price of gas to one-fifty and with four thousand connections to one thirty-five."

"And why don't you attempt to increase your business by extending your territory?" asked the secretary.

"For the simple reason the new business would not pay for the blue prints. Your city is smeared over too much territory and it will take two generations to fill in the waste places."

This was a fact the secretary could not controvert, for Tyrrus was laid out to accommodate comfortably a million people, and it had only fifty thousands souls.

"What effort are you making to get this new business?" asked the secretary.

Advertising—and Using Space

WE have eleven house-to-house canvassers trying to interest the housewife in gas ranges; we are burning up columns upon columns of space in the newspapers—in fact, we are spending four times more money for advertising here than in any other city where we operate gas plants.

"You are not advertising," the secretary stated, "you are just using space."

The president of the gas company is a stockholder in two large publishing houses and newspapers and he bristled up at this and shot back:

"Probably you know more about advertising than we do. If so, I will give you a commission to take over our advertising."

"I can't accept your commission," replied

THIS STORY illustrates one of the most effective ways in which a commercial organization can serve its community. Instead of stirring up hatred between the people and the company that served them, it was contended and proved that the interests of the two were identical. It was a victory for common business sense.

"I was actuated in writing this story," says Mr. Powell, "by the text 'Be Frank and Advertise'—the advice given to utility companies by P. H. Gadsden, of Philadelphia, president of the American Electrical Railway Association. He said that by being frank and advertising, public understanding of utility problems can best be obtained and the necessary rate adjustment and credit restoration hastened."

—THE EDITOR.

the secretary, "but I accept your challenge. Let's get down to cases. Sign a paper to the effect that if two thousand new customers are secured with connections to existing gas mains, and those under construction to be finished within a period of six months, your company will reduce the price to the consumers of Tyrrus to one dollar and fifty cents. Also, that I am to direct the advertising and have charge of the canvassing crew for a period of one month. I agree to expend no more money for advertising or salaries than the expense incurred at present for publicity and canvassing."

"Agreed," snapped the gas man.

The papers were duly drawn up, signed, witnessed and became a contract—a friendly challenge put to a test.

The secretary lost no time preparing for his campaign to commence within two weeks' time. He went over the files of the local newspapers and analyzed the advertising. Its weakness, as it appeared to him, was that it simply demanded people to "Cook With Gas." Seldom was this demand changed, and then by use of electrotypes furnished by gas appliance concerns—ads more or less wooden.

The billboards about the city and environs were emblazoned with the demand that you should "Cook With Gas." It appeared to the secretary that a jeweler might as well advertise "Eat With a Fork," or a trolley company "Ride on a Trolley." The ineffectiveness of the advertising rather stimulated the secretary. The president of the company was correct when he stated that they were "burning money for advertising as fast as people were burning gas for cooking."

The secretary called the canvassers together. He told them that he was to be their boss for the next six weeks—two weeks preparatory campaign and a month of work under his guidance. He set forth that cash prizes would be awarded to the salesmen making the best record during that month. Certain points would be credited for selling

ranges, one point for each dollar's worth sold; certain points for selling gas heaters, gas appliances, gas lights and even gas fans. There would be a plus credit for new users of gas; and for exchange of cheap range for higher priced one the difference in price would be credited. The points would represent a dollar and they would be paid a bonus of 3 per cent on sales. The canvasser making the highest score would be awarded \$100 additional; the next \$25 and the next \$15 and the next \$10. Any canvasser who could attain a certain number of points would be dismissed from the crew and given a position elsewhere with the company.

This spurred the canvassers of eleven young men to a point that they wanted to get right out and go to work. They were taught to talk gas intelligently; to advise about heat units and the waste of heat in wood or coal ranges; to satisfy the timid of its safety; the manner of approach and the hours not to canvass the housewife except by appointment; the wisdom of calls by appointment when the matter could be gone over with husband and friend wife.

But the secretary was more concerned in the advertising program. He was closeted with the local manager and the auditor of the company for many an hour. The gas company, he learned, was more of an institution than he thought. Inside of a few days he said to himself: "If the rest of the citizens of Tyrrus felt as I feel, the gas company, instead of lowering the price of its product, ought to charge \$2 for it." He also admitted that the president of the gas company was correct. It was costing \$1.23 to bring 1,000 feet of gas to range, and there was depreciation, interest, insurance, taxes and a multiplicity of other charges to eat up the difference between \$1.65 and \$1.23, saying nothing of the thousands of dollars for extensions, the thousands of dollars for contingencies and liability insurance. All this gave the secretary thought for a line of attack on the public's conscience.

Here Are the Ads

THE secretary contracted five inches three columns wide in the local newspapers, cutting down the advertising expense by more than half. He needed this money and the money he expected to save in the dismissal of some of the canvassers, to pay bonuses, and prize awards, and for demonstration work and the like.

I have before me copies of the advertisements he wrote—not all of them—but 52 which he had printed and sold to gas companies all over the United States, Canada and other foreign countries.

The initial advertisement of the series said:

\$246,525 WORTH OF OPTIMISM

back of the Tyrrus Gas Co. is a powerful optimism—belief in things—belief that things are good; belief that the people appreciate our efforts; belief in ourselves; belief in our business and belief in Tyrrus.

It was explained that the gas company was

to take the public into its confidence, and under the second head this in full:

Our gas plant is flexible. It has a tremendous capacity; the mains are ample for double the service now imposed on them—if the plant and the mains do double the business now done the price of gas will be decreased. We want to declare a dividend to the consumer.

It also advised the public that the series of advertisements to follow would be interesting and could be found in that special position in the paper each day.

The second advertisement said, "To the layman a gas main is a pipe covered with dirt." It went on to prove that \$90,823.48 was spent in extensions of gas mains during the ten months past—that \$246,525 had been expended on all the mains laid.

At that time Tyrus was erecting its first ten-story office building and ground broken for the second structure of a like kind. All interest was centered on these evidences of growth and importance. So, the third advertisement stated that the gas company was putting more money under ground than the building contractors were putting above ground.

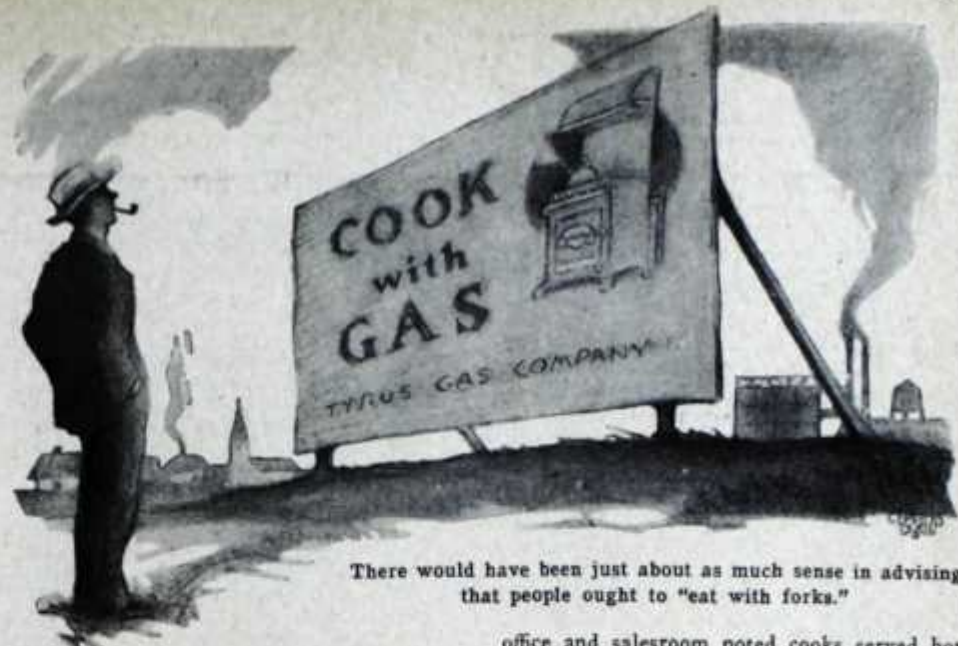
The third day, half of Tyrus was discussing the gas company's advertisements. Many a man who never poked his head in the gas company's office, who mailed his check each month rather than to pay the cashier in person, stopped to tell the local manager that he was putting over a fine line of advertising.

The fourth advertisement stated that there were 187 miles of streets in Tyrus within the city limits and more than 100 additional miles in the close-in sections, and that already 87 miles of mains had been laid. It told of one extension that cost so much that the monthly revenue would not pay the interest on the investment.

The next advertisement told of the money invested in the plant, and recited some of the improvements contemplated.

The sixth advertisement recounted the expense attendant upon operating the plant, the wage and office expense, the amount of money that went to the coffers of the merchants and wholesalers of Tyrus, figures most imposing.

The seventh gave the cost of the gas to the range; it cited a few contingencies such



as \$21,000 for bursting of a gas main and killing a man and injuring others.

The eighth advertisement was a résumé of all the ads that preceded it, and took up improvements to the plant, extensions being made, and that the company had never declared a dividend. There was not a whine in any of the advertisements.

Then came the challenge to the people: Use more gas and get in on the dividend. Guarantee to reduce the price of gas 15 cents a 1,000 cubic feet when 2,000 additional connections were secured—whether they be range, water heater or factory.

This frankness was new to the people; it was the subject for discussion in public places and in the homes and clubs.

Within a week every man, woman and child was a friend of the Tyrus Gas Co. During the first week's campaign a school of instruction was started where expert cooks taught the town cooks—most of them negroes—the use of the range for cooking, for washing and ironing. In the uptown

office and salesroom noted cooks served hot biscuits and coffee and pancakes and syrup, and other delicacies.

The second week the campaign took up and exploited a cheap range, connected free on first floor, plus pipe on second floor—\$14—\$1 down and \$1 a week—for thirteen weeks, or \$13 cash with installation.

And the canvassers went abroad, instructed to work the city by blocks and endeavor to place only one range to the block—and that range was to advertise itself to the neighboring housewives.

The cheap range was ordered by the carloads—hundreds upon hundreds of them were installed. The canvassers had their goods 99 per cent sold before they entered a home.

Within a month the secretary had won out for \$1.50 gas. More than 2,000 gas ranges were sold and installed and meters ticked off interminable feet of gas consumed.

Furthermore, within another six months the company voluntarily reduced the gas to \$1.35, because the head of the canvassing crew had applied himself and was able to continue the advertising and canvassing plan.

The Right to Fatigue

Only those who guard their physical condition properly have honestly earned the tired feeling; lassitude is a great drain on our resources that can be prevented

By DR. EUGENE LYMAN FISK

Medical Director, Life Extension Institute

ACHRONICALLY tired business man is an anomaly. There ain't no such animal. Nobody believes in him. A man who is tired the round of the clock from what he is pleased to call overwork—who gets up tired, and goes to bed tired, and does all his living in a tired way, is entitled to call himself by as many names as he pleases; but he mustn't call himself a business man—not unless he wants to be the object of smiles, like any other incongruity. It may not be just, but it's so. Moreover, it is perfectly just in a vast majority of cases.

Ninety per cent of the business men who deceive themselves into the notion that they are tired because they overwork are tired because they don't take care of themselves; and

they don't take care of themselves because they are too lazy and indolent to do it. In other words, many a so-called business man allows himself to be a chronically tired, outwardly respectable hobo in a white collar. He plays the Fat Boy. An unsympathetic world has a way of telling the Fat Boy that if he will eat less, take some exercise, shake his liver, and act like a normal boy, he will yawn less.

Ask the man on the street what makes the tired business man tired, and the answer is "work!"

Everybody with good sense knows that work, other things being equal, is a remedy for most of our ills, and not the cause of them. It can become otherwise only by a

perversion of thought. The man with whom work does not agree is a fair target for suspicion and jeers. Work is a life-saver; it is physical and spiritual salvation for the race; it is our natural and necessary food. And when a man finds he isn't digesting it properly, his part, if he would not have his good faith questioned, is to find and remedy the defect of body or mind that is causing the difficulty.

Business firms shorten the hours of their valuable executives to keep them from breaking down—and often do the same by their lower grade employees, slowing down the whole system to meet the standard of a sick man instead of a well one. Highly paid executives are given long vacations and leaves of absence in the hope that in that way they

will recover from the fatigue condition that seems to afflict them like a disease. The vacation does some good. The firm may lose thousands of dollars by this expensive method of cure; but it seems worth while, since the men come back able, for a time, to deliver at top speed till they once more lapse into the state of lethargy and apparent overwork that weighted them down before. Fatigue continues to afflict them like a disease. They shoulder it like a burden when they rise in the morning; and they carry it like an Old Man of the Sea till sleep relieves them of it at night.

In other words, we turn the whole thing around; we begin at the wrong end. Instead of talking about working less it is time for every man to bring himself to the pitch of health where, if anything, he can work more. I know that to be perfectly possible in most of the cases that come under the observation of Life Extension Institute.

Considered either as a human problem or as a purely financial one, fatigue—needless and abnormal fatigue—is a source of loss to this Nation that can't be measured in dollars and cents. It makes thousands all but bankrupt both in purse and in spirit. Unfortunately the American business man has nearly always approached the problem of fatigue from the angle of the efficiency man. The question has always been, "Is the office arranged right? Is the lighting good? Is there even heat and proper ventilation?"

None of this is to be minimized; but it sinks into insignificance beside the folly of supplying such things to an office or a plant staff, and leaving the individuals of that staff infected by pus-discharging tonsils, chronic constipation, diseased teeth, incipient tuberculosis, heart trouble, disordered kidneys, high or low blood pressure, psychological depression, and other ailments that make them powerless to do their best work. Industry in general has gradually gotten educated to the point where it will spend money on properly constructed plants, and right working conditions. It recognizes such expenditure as a good investment. It has yet to come to the point of understanding that keeping everybody in its employ, from the president to the office boy, in first-rate physical and mental health would yield a far more wonderful return—not to mention the humaneness of spirit that would go with it and be its own reward. A few business leaders have already seen this; the rest will follow in due time.

Why Notice Fatigue?

THE premise from which every business executive should start, both with regard to his own capacity for work, and with regard to that of his subordinates, is that fatigue is a thing which any able-bodied, strong, sound man ought to have very little interest in. In other words, give a man a sound organism, an endowment of health, and he should be able to snap his fingers at fatigue. He should be able to come to his work as early as he

pleases, and quit as late as he pleases. After a long, hard day he will feel tired; but it will be a normal tiredness, and a night's sleep will put him right again—particularly if he gives himself occasional periods of complete relaxation by means of golf, long tramps, hunting trips and the like.

Of course there is a psychological side to this. Such a man might attempt a job that was out of his field, work at it fewer hours

is twice as great at forty as it is at twenty. This means that 50 per cent of the vital resistance is gone at that early age, an age when a man is supposed to be at the height of his powers, an age when his vitality should be at least equal to that of a man of twenty. Why isn't it? Infections, poisons, mental strain, physical strain, mental inactivity, physical inactivity, too much food, too little food, badly balanced diet—a long list of causes, most of them traceable to

the wide-spread and fallacious notion that a man can have health without working for it! No man need accept the physical limitations which

apparently doom so many to hit the downhill trail almost before they have come to the age that should endow them with the fullest physical and mental power. Right living, and right remedial measures, checked up and kept right by means of periodic examinations, forms a combination that would insure a full life to thousands who have long since given up hope of such a thing. The periodic examination of the whole man can do for his general health that obvious, necessary, simple, easy thing that a precautionary visit every six months to the dentist can do for the teeth.

Fifty-three per cent of the persons in imperfect physical condition

that are examined by Life Extension Institute have some form of urinary trouble. Twenty-three per cent have high or low blood pressure. Fifteen per cent have a combination of circulatory and kidney trouble. Twenty-seven per cent have constipation. Thirty per cent are guilty of pronounced errors of diet. Sixty-eight per cent show errors in personal hygiene. Eleven per cent have decayed teeth or infected gums. Fifteen per cent have nose and throat trouble. Twelve per cent are in a dangerous condition from overweight. Five per cent have faulty vision uncorrected.

Not Many in Grade 1

THESE are selected at random from a long list. They are not data based on the inflated imaginations of a faddist; they are amply confirmed by our own draft examinations and by the British recruiting statistics. Out of approximately 2,500,000 men examined, the British found only 36 per cent between the ages of 18 and 41 who could be classed as grade 1—that is as "having attained a full normal standard of health, and capable of enduring physical exertion suitable to his age."

It is natural that the man who finds his pace slowing down for no apparent reason should indulge himself by giving himself less work. But when he does that his progress in degeneration is assured. He started out right, but he inevitably goes back.

The only man who has a right to be tired is the man who has earned that right by looking to his health, and making the most of the physical and mental capacity that is his inheritance. The trouble is that most of them don't. That's what makes the life insurance man tired.



No one envies the fat boy his liver.

than he would at his accustomed work, and yet break down. No man can escape the risk of that kind of strain unless he dominates his job. Fear carries a physical menace; and worry is a succession of fear states. I take it that anybody who has had troubles of his own has found that out by experience.

It is rare in the experience of any physician, particularly among those who examine applicants for life insurance, to find a man or a woman who is physically perfect. Examinations of life insurance policy holders by Life Extension Institute, for instance, show that only 2.4 per cent are normal; 97.60 per cent are imperfect, and need advice regarding their physical condition and living habits; and 93.04 per cent are not aware of such impairment.

The terrible thing about it is that the conditions which creep upon a man while he is unaware of them are the very conditions which result in degenerative maladies after he passes forty. In this country we are lowering the death-rate from germ diseases, and communicable diseases, which chiefly affect young lives; while the diseases due to faulty living habits, characterized by the wearing out or giving out of the vital machinery, are heavily on the increase. It is one of our sources of danger that the encroachment of the degenerative and regressive class of diseases is marked by the fall in the death-rate from other kinds of disease. The result is a feeling of false confidence, and the neglect to build up a resistant race. We have put our energies into protecting the non-resistant from one class of maladies, and have let the more fundamental thing go neglected.

The death-rate among males in this country

STRAIGHT LINE METHODS

Profit

The life and vitality of all business is Profit.

Success depends upon it. It is the compelling interest in the simplest transaction—the dominant thought in the greatest commercial enterprise.

And yet, one-third of the three hundred thousand manufacturing concerns in the United States, it was estimated prior to the War, earned no profit above normal interest on their investment. And ninety per cent of that three hundred thousand did not even know what it actually cost to produce their products.

Blind business! Ignorance and guesswork in the place of *knowledge*—so easily obtained thru the application of simple and sound methods of Cost Accounting, more necessary today than ever before.

With material and labor cost changing over night, sales volume fluctuating, prices indefinite, markets uncertain—*safeguard your Profits.*

Exact knowledge of costs, based on Facts and Figures, and intelligently applied by an experienced and competent organization is *the only means of insuring Profits*—

The only basis on which *to increase Profits*—

The only *guarantee of Profits.*

ERNST & ERNST

AUDITS - SYSTEMS

TAX SERVICE

NEW YORK
PHILADELPHIA
BOSTON
PROVIDENCE
WASHINGTON

CHICAGO
MINNEAPOLIS
ST. PAUL
ST. LOUIS
KANSAS CITY

CLEVELAND
BUFFALO
PITTSBURGH
DETROIT

CINCINNATI
INDIANAPOLIS
TOLEDO
ATLANTA
RICHMOND

NEW ORLEANS
DALLAS
FORT WORTH
HOUSTON
DENVER

STRAIGHT LINE METHODS

Poetic Justice to the Red Man

Tribal lands are happy hunting grounds for the oil prospector; some reservations that looked poor now give the Indians more of the paleface's money than they know what to do with

By JOHN BURNAM

THOSE who think the United States the richest nation per capita in the world are in error. It is true that we have other countries on our ledgers for about ten billions of dollars, and that our investors and bankers hold about eight billions more of obligations; and so we are inclined to think of ourselves smugly as cock of the monetary walk. As a matter of fact, the Croesus of nations is the Osage tribe of Indians.

Not long since, thirty thousand acres of Osage oil land near Tulsa, Oklahoma, was sold for a bonus of \$4,500,000 plus a bonus of one-sixth of the oil products. The oil interests are tribal property, and this brought the individual Osage income, from pappose to grandparent, up to \$10,000 a year. There are 2,100 Osages, and they run to large families. A family of ten, which is not unusual, thus has an annual income of \$100,000.

This ancient tribe is *was-wau rich*. Fifteen years ago its members were so poor that each of them received from the Government an annual check for \$265 and counted himself lucky to get it. That was after the Government had induced the Nation to give up its fairly fertile fields in Kansas and Missouri, and move to what were known as "hilly-goat" lands in Oklahoma. The Kansas and Missouri land had aroused the covetous attention of the white man in his march toward Pike's Peak; and by a series of treaties, beginning in 1808, the Indians were gradually persuaded to give up their holdings, and finally to emigrate to a county

which was named in their honor Osage, and which comprised nearly a million and a half of Oklahoma acres, capable of yielding little save honor. In the exchange the Indians acquired a substantial school fund and a balance in the Treasury of more than eight million dollars. With the average income of \$265, paltry as it seems now, they were accounted well-to-do for their race.

And then King Midas, in the person of an oil prospector, touched the Indian reservations in Oklahoma. Overnight the status of the native residents changed. Osage County is larger than the State of Delaware, and well after well was bored, to spout forth its viscid stream of wealth. Richer and richer waxed the tribe, what with bonuses for leases and production royalties, until today its opulence constitutes a genuine governmental problem.

For the Osages do not take up readily the ways of their white brethren, and they lack the white man's aptitude as a spender. Even when they have been college bred they return as a rule to the blanket and the moccasins. Their fancy runs to automobiles and food. Money so easily come by means little to them, and the unscrupulous trader sometimes takes advantage of them. Oddly enough, they buy lavishly of Indian curios, manufactured in many cases, it is suspected, by union labor. Their chief diversion is poker, in which the youth as well as the elder is proficient. On their reservation motion pictures afford about the only other diversion.

There is a story about a rich Indian who

bought a hearse, provided an upholstered rocking chair as his throne, and from within the motor-vehicle surveyed the sights of an Oklahoma city; there is the story of another who could think of no more delectable way of spending money than by hiring an automobile to bring him steaks from the nearby town to the Osage village of Pawhuska, at ten dollars per steak; and there are many stories of substantial outlays for crayon enlargements of photographs and for oil portraits.

Oil Seems to Follow 'Em

THERE are now in effect oil and gas leases in practically every State where there are restricted Indian lands. The Osages are not the only tribe of the race to become suddenly wealthy, but are conspicuous because of the big yield of the Oklahoma field. The Kiowas, Otoes, Pawnees and Kaws are among those blessed or cursed, as the case may be, with sudden wealth. More than 40,000 oil and gas leases have been made in Indian lands, and in the six years prior to July, 1919, they returned a revenue of more than \$20,000,000. These are the latest aggregate figures available. Since they were obtained the number of wells and the volume of wealth have increased amazingly.

About eight hundred of the 2,100 Osages are full-blooded, but few are more than half white. Even those of mixed blood share equally in the oil royalties. The last census showed a diminution of 8.6 per cent in the number of Indians from the preceding census,



Not all Indians are lucky—or unlucky—enough to sit around idly and see their wealth flow in from oil royalties. There are 50,000 of them that make their living by farming. The

total value of Indian crops for the fiscal year of 1920 was nearly \$37,000,000. More than two million dollars worth of food was raised by the Indians in North Dakota and Oklahoma.

From One Banker to Another—

“We can heartily endorse the methods and the firm of Hoggson Brothers and are sure that should you employ them you will be greatly pleased from every standpoint with the results obtained.”

Entrance of National City Building, Indianapolis, now under construction by Hoggson Brothers



IN 1919 the Merrimack River Savings Bank bought a new site and employed us to do the planning and building of their banking quarters. The completed building was turned over to the bank in the scheduled time, ready for occupancy. The *final* cost to the bank was the *same* cost which had been determined and guaranteed in advance of actual work.

The above quotation from the bank's letter written in reply to the query of another bank indicates the impression which the firm of Hoggson Brothers made upon this New England Institution.

HOGGSON BROTHERS—NEW YORK-CHICAGO

Bank Builders

Poetic Justice to the Red Man

Tribal lands are happy hunting grounds for the oil prospector; some reservations that looked poor now give the Indians more of the paleface's money than they know what to do with

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For the Osages do not take up readily the ways of their white brethren, and they lack the white man's aptitude as a spender. Even when they have been college bred they return as a rule to the blanket and the moccasin. Their fancy runs to automobiles and food. Money so easily come by means little to them, and the unscrupulous trader sometimes takes advantage of them. Oddly enough, they buy lavishly of Indian curios, manufactured in many cases, it is suspected, by union labor. Their chief diversion is poker, in which the youth as well as the elder is proficient. On their reservation motion pictures afford about the only other diversion.

There is a story about a rich Indian who

bought a hearse, provided an upholstered rocking chair as his throne, and from within the motor-vehicle surveyed the sights of an Oklahoma city; there is the story of another who could think of no more delectable way of spending money than by hiring an automobile to bring him steaks from the nearby town to the Osage village of Pawhuska, at ten dollars per steak; and there are many stories of substantial outlays for crayon enlargements of photographs and for oil portraits.

Oil Seems to Follow 'Em

THERE are now in effect oil and gas leases in practically every State where there are restricted Indian lands. The Osages are not the only tribe of the race to become suddenly wealthy, but are conspicuous because of the big yield of the Oklahoma field. The Kiowas, Otoes, Pawnees and Kaws are among those blessed or cursed, as the case may be, with sudden wealth. More than 40,000 oil and gas leases have been made in Indian lands, and in the six years prior to July, 1919, they returned a revenue of more than \$20,000,000. These are the latest aggregate figures available. Since they were obtained the number of wells and the volume of wealth have increased amazingly.

About eight hundred of the 2,100 Osages are full-blooded, but few are more than half white. Even those of mixed blood share equally in the oil royalties. The last census showed a diminution of 8.6 per cent in the number of Indians from the preceding census,



Not all Indians are lucky—or unlucky—enough to sit around idly and see their wealth flow in from oil royalties. There are 50,000 of them that make their living by farming. The

total value of Indian crops for the fiscal year of 1920 was nearly \$37,000,000. More than two million dollars worth of food was raised by the Indians in North Dakota and Oklahoma.

From One Banker to Another—

“We can heartily endorse the methods and the firm of Hoggson Brothers and are sure that should you employ them you will be greatly pleased from every standpoint with the results obtained.”

Entrance of National City Building, Indianapolis, now under construction by Hoggson Brothers



IN 1919 the Merrimack River Savings Bank bought a new site and employed us to do the planning and building of their banking quarters. The completed building was turned over to the bank in the scheduled time, ready for occupancy. The *final* cost to the bank was the *same* cost which had been determined and guaranteed in advance of actual work.

The above quotation from the bank's letter written in reply to the query of another bank indicates the impression which the firm of Hoggson Brothers made upon this New England Institution.

HOGGSON BROTHERS—NEW YORK-CHICAGO

Bank Builders

but this was explained as due to the enumeration as whites, in 1920, of persons having only slight traces of Indian blood. If the race is vanishing, it is by intermixture. It is true that the number of Indians has greatly fallen off since the white man conquered America. The Bureau of American Ethnology estimates that at that time there probably were more than a million Indians north of Mexico, of whom about 846,000 were within the limits of the United States proper. The last census lists but 242,959—excluding many persons in whom other blood predominates. Since the United States began keeping official tab, the highest number reported has been 400,764, in the census of 1850.

Liberty Bond subscriptions by Indians to the World War, running into the millions of dollars, first awakened the public to the importance of the race as a business factor. A glance at their income return is enlightening. In Oklahoma about 116,000 Indians received during the fiscal year ended June 30, 1920 (the latest data available), incomes aggregating more than \$39,000,000; in North Dakota 9,000 received more than a million and a half; in Utah more than 11,000 received nearly two and a half millions; and in South Dakota, 22,000 received about four and a third millions. The total income of the race was \$72,696,431 that year, and since then has greatly increased. Many of those not over-rich through oil are busy with basketweaving, pottery, and other native pursuits; but they make good farmers, too, and about 50,000 of them are thus engaged. The crops raised, for instance, in Oklahoma and in South Dakota each amounted to substantially more than a million dollars. The total value of Indian crops was nearly \$37,000,000 in the year named.

Many members of the race have achieved distinction through their political and literary activities. To name but a few of them: United States Senator Robert L. Owen is a Cherokee, Representatives Charles D. Carter and Senator Charles Curtis are, respectively, of Choctaw and Kaw blood. Dr. Charles Eastman, a physician and writer of Chicago, and a graduate of Dartmouth, is a Sioux. The Rev. Dr. Sherman Coolidge, of Denver, an Episcopal minister, is an Arapahoe. Houston B. Teehee and Gabe Parker, former Registers of the Treasury; Dr. Charles Montgomery, author of "The Indian Today," and a practicing physician, are Indians.

Adult Indians are being admitted to citizenship as rapidly as they prove their ability to manage their own affairs, and no longer require the Government as a guardian; but the total fully freed of government supervision, as shown in the last report, was only about 21,000. The Government provides for them sawmills, grist mills, and agricultural equipment, and supplies excellent educational opportunities; but in many tribes, when a daughter returns to her home from college, accomplished in fudge-making and toddling and matinee-going and domestic science and, perhaps, Latin, she puts aside her silk stockings and high-heeled shoes more often than not, and marries a young man of the tribe.

Commerce Bodies in China

IN CHINA, as in Continental Europe, chambers of commerce hold an official rank, which their forerunners, the loosely organized merchant and artisan guilds, did not have. The ancient guilds, as is explained in a recent issue of *Millard's Review*, yet exist in many parts of China, but these have at no period functioned as government departments as the Chinese chambers of com-

merce do now. The trade guilds, which the chambers have largely displaced, only appeared from their normal state of dormancy on occasions, or at some peculiar emergency. The chambers of commerce, on the contrary, are never inactive. They are governed by precise and rigid regulations and carry definite responsibilities.

Every commercial enterprise in China must be registered with the competent authorities, in accordance with detailed regulations. There is one important fact, however, which the foreign trader should always bear in mind in this connection, and that is that under the Ordinance for the General Regulation of Traders of the Chinese Republic the competence of an agent to conclude a contract on behalf of his principal depends on the nature of the agreement between such agent and such principal.

The law governing the regulation of chambers of commerce provides that a chamber shall be established in every open port, as well as in every important business center, and that such chambers shall be responsible for the preservation of harmonious relations between Chinese and foreign traders. In the provincial capitals, and in the larger commercial cities, each chamber must have fifty charter members; in smaller places this number is reduced to thirty.

By a majority directorate vote a chamber may open one or more branches. The Tientsin Chamber of Commerce, for example, has two branches, and the branch situated in the French Concessions is subject to French and also to Chinese law.

The authority of the government over the chambers of commerce is as autocratic as is the authority of the chamber itself over its own traders. The Central government may insist on the removal of any officer in any chamber of commerce, or it may dissolve a chamber entirely and order a reorganization, but such drastic action is unlikely to be attempted or to be successful.

Chinese chambers of commerce are supported partly by voluntary contributions for special work, and partly by fees and disciplinary fines. At the commencement of each year the budget for the ensuing year must be filed with the Ministry of Agriculture and Commerce. Members pay from \$15 to \$5 a year in accordance with the size of their business liquidations, and other investigations, which may from time to time become necessary, are conducted by chambers of commerce, compensation for which is in accordance with a regular scale of official fees. When acting as liquidators a chamber is, for the time being, the representative of the local procuratorate. Sometimes also when a business man, or the employee of a commercial firm, is unable to pay a fine imposed by a court of law, the matter is entrusted to the chamber of commerce for settlement.

In the event of a chamber itself going into liquidation the members become individually and collectively responsible for the debts.

These bodies are de facto, if not de jure, unofficial cabinets which control all the government policies in regard to questions of trade, industry, or commerce. Chinese chambers of commerce may even propose new laws, and amendments to or repeals of existing statutes, but normally, so long as they are left alone in their chosen field of making personal profit by exchanging goods, the Chinese merchant both separately and collectively refrains from mixing in politics or interfering with government reforms.

Coming now more particularly to the authority of the chamber over its own membership we observe that it is an absolute autocracy. It possesses and exercises the right of making a periodical examination of the business accounts and books of all the members, a right which even withdrawal from membership will not invalidate. This is a very old function of Chinese chambers of commerce, or, to speak

more correctly, of the ancient trade guilds. It is a privilege which the chambers inherited when the existing guilds were organized as chambers at the commencement of the republic.

Having this intimate banker's knowledge of the financial standing of all traders, the chambers of commerce become the natural advisors of the Ministry having this department in charge, they furnish statistics when required, and report when requested on the stability of any particular firm and the standard quality of its productions.

The chambers also form an arbitration court, always open, for the settlement of differences. Each chamber appoints its own arbitration committee, reports its personnel to the authorities, and settles commercial disputes, not by law, for its organization does not embrace the legal profession, but by equity, local usage, custom, and common sense. Of course, should any question of criminality arise in connection with a case at any time this arbitration court would have no *locus standi*.

Importance of Goodwill

THE importance of perpetual goodwill between the Chinese chambers of commerce and the foreign trader, whether he be only a traveling representative of a firm not domiciled in China, or whether he be a resident business proprietor, is plain, but it may not be out of place to illustrate the subject by a reference to recent discussions between the British and Chinese Chambers of Commerce in Shanghai, in respect to currency and trade-marks. A Shanghai central mint is about to be built. There are differences of opinion between the foreign bankers and merchants and the Chinese government as to the proposed fineness of the coins to be minted, also in relation to other matters, but the discussions produced mutual understandings which proved useful when a more acute matter arose later in connection with the piece goods disputes caused by the Chinese request for a wholesale cancellation of contracts.

Commercial exhibitions, the collection of samples for show rooms, and such operations generally find willing coadjutors in Chinese chambers of commerce. They may be said to form the natural and swiftest highway into unexplored and unexploited centers of trade and industry. If the leaders in the chambers are converted the rest is comparatively easy. By way of amplifying this truth we may note that the Chinese chamber of commerce is the only authority, except the foreign missionary societies, authorized to open modern schools and give a Western education, independently of the Ministry of Education. It was the local chamber of commerce which recently opened the Tientsin First Middle Grammar School. A considerable portion of the annual budgets of most chambers is set aside for philanthropic purposes such as hospital and Red Cross work.

It would, however, be misleading to close this survey of the constitution and activities of Chinese chambers of commerce without sounding a warning note for the benefit of foreign merchants unacquainted with things Chinese, and anxious to break up new ground in the Orient. It must never be forgotten that the secretaries of Chinese chambers of commerce are not linguists. They know their own language, they can speak it, read it, write it, and they seldom know anything about any other language. They know China, but their knowledge of lands other than China is generally hearsay. We have endeavored to show how invaluable in almost every direction the Chinese chambers of commerce can be as trade missionaries, but samples sent to them must be accompanied by full particulars and explanations in the Chinese language, circulars and letters must be written in the colloquial, goods sent for exhibition must be packed and labelled in a manner that makes them suitable for Chinese exhibition, advertisements should be couched in terms which make an appeal to the Chinese mind.

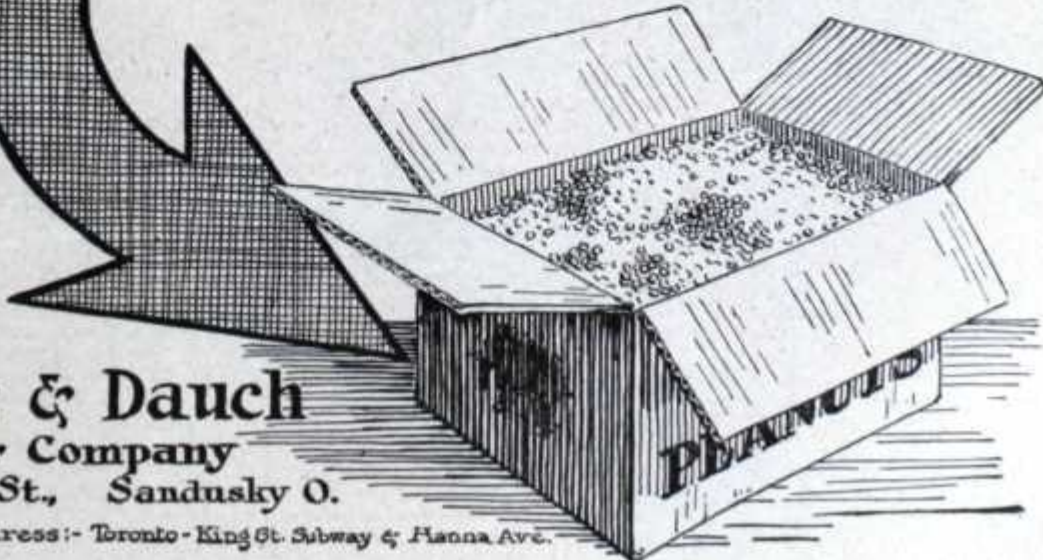
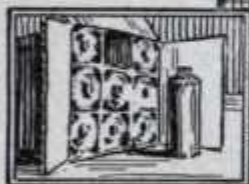
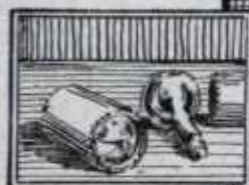
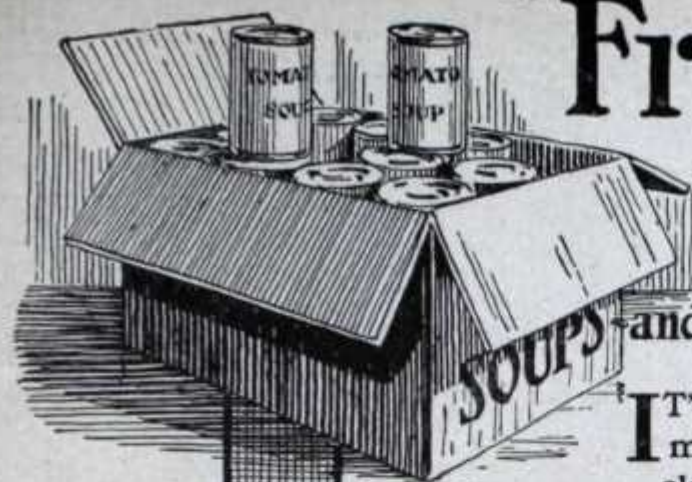
"From Soup to Nuts"

and All that the Phrase Implies

IT'S a far cry from delicate, hair-fine mechanisms to heavy motors—from electric light bulbs to heavy wheels—yet in packing, these have one point in common. "H & D Boxes *BEST* pack them all."

This is no statement of theory. Every day, for many years *H & D Corrugated Fibre Boxes* have carried these and a thousand other products from factory to destination, more safely, economically and satisfactorily than they could have been carried by any other method.

Send us collect a typical shipment of *your* goods. Let us pack and cushion them, as we think they properly should be, in an H & D Box that we will design. We will return your shipment, thus packed and give you specifications and prices should you wish to place a trial order. This demonstration service is absolutely free and obligates you in no way whatever. Take advantage of it today or write for our free illustrated book, "How to Pack It."



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Business Is Aided in Its Fight Against the Depression by the Promise of Good Crops

By ARCHER WALL DOUGLAS

THE STORY of business depressions, for the past half a century has been much along the same lines, even though each particular era had problems peculiar to itself. The beginning of the end of speculation and overexpansion came with restriction of credit that put a sudden crimp in the volume of business and started prices downward on their long journey of declines. Then followed the slowing down in industry, the incubus of much unemployment and all the attendant evils of hard times.

After the first shock, there were a flood of forecasts of an early return to former condi-

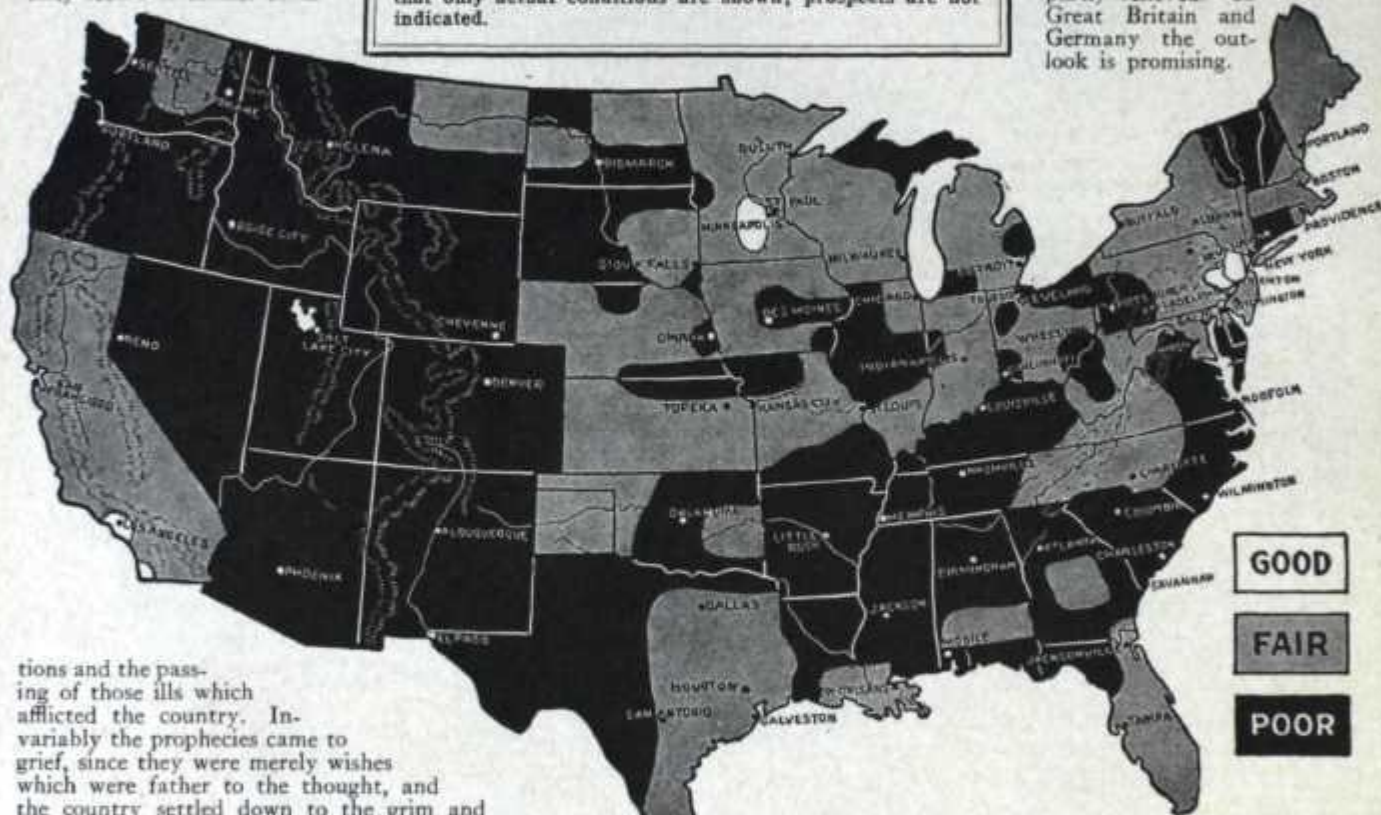
at times apparently deliberate misstatements, and economic and agricultural fiction by experts that makes a fifteen-reel movie seem tame and innocuous. The nearest approach to facts, at this writing, seems something after this fashion:

There is the promise of a very large crop in Canada with a consequent good-sized surplus for export. Russia is out of business owing to the tender mercies of Lenine. India has a short crop and may have to import instead of exporting. France also apparently has a short crop, owing to a prolonged drought only recently partly relieved. In Great Britain and Germany the outlook is promising.

Business Conditions, July 11, 1921

THE DOUGLAS MAP shows at a glance the general conditions of the country. Light areas indicate good crops, industrial activity, and "high pressure" buying markets. In the black areas these conditions are lacking. The shaded areas are half way.

In studying the map it should always be borne in mind that only actual conditions are shown; prospects are not indicated.



tions and the passing of those ills which afflicted the country. Invariably the prophecies came to grief, since they were merely wishes which were father to the thought, and the country settled down to the grim and sober business of working out its own salvation, in which period and state of mind we now find ourselves.

One of the earmarks of these periods are the fantastic schemes to prevent the return of such eras of depression in the future: such as the stabilization of prices, or doing something to the currency so that its purchasing power will always be the same, alike in all time of our prosperity and in all time of our tribulation. And there are those among us who take these theories seriously just as our forbears did in their day, forgetful, meanwhile, that there are a great many things in life that are logical but are not so. We have at least one consolation in this generation, that out of the welter of past misfortunes, we have learned the lesson of a sound financial system as embodied in the Federal Reserve Bank.

The winter wheat harvest is about over, with a sufficiently large yield for all our needs, and, in connection with spring wheat, to give us an exportable surplus of considerable volume. The real question now is as to the price which wheat will bring with its consequent effect upon the purchasing power of the farmer. This in turn hangs upon the amount of surplus which the other wheat-exporting countries will have to spare.

Here we enter into the realm of misinformation, guesswork,

This is true likewise of Italy and Central Europe.

Seemingly there will be enough wheat to go around for the world but not enough to cause unduly low prices. Spring wheat suffered much from heat and drought in the two Dakotas, especially portions of South Dakota, and to a less degree in Montana. The damage was severe locally but not widespread.

Corn has a generally fine promise save that it needs rain badly in most of the States south of the Ohio and east of the Mississippi rivers, though constant daily showers are materially helping the situation in the Central West and West. Corn is from ten days to two weeks earlier than last season and in fine condition. Cotton has shown decided improvement in the past thirty days despite long dry weather in the eastern section and too much rain west of the Mississippi. Boll weevils are becoming a serious menace in the southern portion of the cotton belt because of their fast-increasing numbers. The various secondary crops on the whole are doing well.

In these days of depression in the South it must not be forgotten that it is only one of those little recessions which accompany a rising tide. Once upon a time some mute, inglorious prophet said that in the fulness of time the cotton mills would come to

Continued on page 38

BRASCOLITE

PATENTED AND TRADE MARK REGISTERED

The Ideal Light for Every Purpose

A Triumph in the Field of Scientific Illumination

Brascolite's success has been truly marvelous! Eight years ago, but an idea defined in an obscure ambition, Brascolite today—in thousands of widely varying uses—is in the increasing service of mankind in every quarter of civilization—the largest selling lighting fixture in the world.

The wonderful development and rapid growth of the business from year to year has necessitated constantly enlarging manufacturing facilities, so that today Brascolite's new home is the largest and best equipped plant of its kind in the country.

The invention of Brascolite represented a new idea—the first idea or principle of scientific illumination to be embodied in a lighting fixture.

Before this invention lighting fixtures were made and sold simply as fixtures, ornaments, mere decorative sockets or holders for glaring lights, or wasteful lights, or lights that fell short of their purpose.

Brascolite, artistically designed to meet every decorative requirement, scientifically combines the two principles of

light transmission—diffusion plus reflection at the source of light—and achieves a soft, clear, white light that almost perfectly simulates daylight—the ideal light for eye-health and comfort.

Carrying as it does "its own ceiling" or reflecting plane, Brascolite directs practically all of the light rays downward to the working surface where they are made useful for effective and economical illumination without waste and without injury to vision. It is the ideal light for every purpose.

15,000 electrical dealers sell Brascolites. Whatever the character of your building—area to be lighted—or height of ceiling—there is a type of Brascolite to perfectly meet your need.

Our catalogue No. 8 pictures and describes the Standard Brascolite line. We shall be glad to send copy upon request. Our designing and engineering departments are at your service—without obligation—for any special requirements.

LUMINOUS UNIT COMPANY

Division of the St. Louis Brass Manufacturing Company, St. Louis, Mo

BRANCH OFFICES:

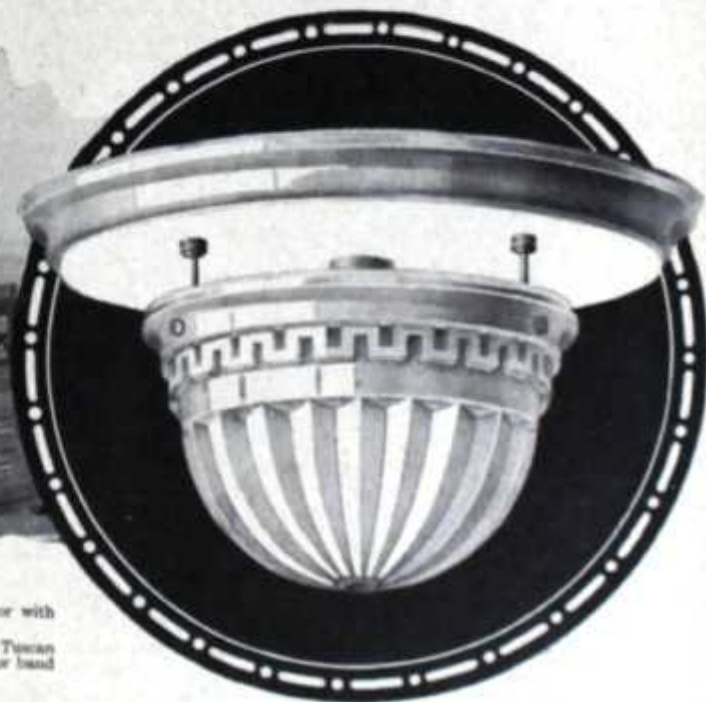
Sales and Service

Atlanta	Boston	Cincinnati	Chicago	Denver	Detroit
Kansas City	Los Angeles	Minneapolis	New York	Philadelphia	Seattle
New Orleans	Pittsburgh				

Canadian Distributor

Northern Electric Company

LIMITED
Montreal



Type A.F.

All white, porcelain enameled reflector with wide reflecting surface.

Bowl of special pressed white glass in Tuscan design. Type AFB same with reflector band finished in leather bronze.

the cotton fields. And so it has come to pass. A quarter of a century ago the Southern cotton mills consumed 900,000 bales; in 1919 this had grown to 3,500,000 bales. Meanwhile the number of spindles had increased from 9,000,000 to nearly 15,000,000.

Coincident with this was the growth in crop diversification. Between 1913 and 1920 the production of leading food products, such as corn, wheat, oats, potatoes and the like, increased 30 per cent, while the number of cattle, sheep and hogs showed an addition of 5,700,000 head. Among the food-stuffs that the South is growing in greater volume than ever is rice, the most extensively grown and widely used of all foods for human beings. It is likewise one of the most nutritious, and one of the most palatable when you are accustomed to it.

The chief difficulty of the rice producers has been to find an adequate market for their product, as the Southern States, in connection with California, raise more rice than the country has been consuming. So for some years there has been a campaign to demonstrate to the people north of Mason and Dixon's line the food value of rice, especially when used as a vegetable which is the form in which it is consumed by those millions in the Orient to whom it is veritably the staff of life. The production of peaches as a commercial proposition is another form of foodstuff increase in the South; largely because it is to the manner born, not being so subject to those freezes in the late spring which render the business of raising peaches in the northern latitudes a constant gamble with the weather, with the odds on the weather. Georgia in particular has a great crop this year, about 8,500 cars, when most of the peaches east of the Alleghenies were killed by the freezes and frosts of spring.

Louisiana is also rejoicing over a strawberry yield of 50 per cent more than last year, or about 1,500 cars in all, which were shipped to the four corners of the United States.

Nor has Arkansas been left in the game of intelligence, efficiency, practical experience and whole-hearted team work which marks the successful marketing of fruit in large volume to points far distant from the scene of production. Arkansas has grown some 10,000 acres of cantaloupes this season and is shipping them in hundreds of carloads in a wide section from Minneapolis to New York City. It is largely the work of farmers' co-operative associations, assisted and advised by the various agricultural departments of the Nation and the State. There is a determined and intelligent effort to cover every phase of the situation, from scientific production, grading and packing to profitable selling, economical transportation, and advertising, that there may thus be established a permanent reputation for the quality and attractiveness of the product.

The chronicle in industrial life is one of better business in leather, especially in boots and shoes; of lower prices in an increasing number of makes of automobiles, and of good business in automobile sundries; of lower prices in oil with the likelihood of consequent decreased production; of continued dullness in mining; of some improvement in clothing; of production in steel and iron down to lower levels and with reduced prices, yet with slight increase in sales of some of the finished products; of a generally good movement in summer seasonable goods; of slow increase in construction as the costs of material and of labor decline in different sections, more particularly in the large cities; of better wholesale trade in general but of smaller volume of retail business in the large centers.

One of the many minor industries of this country which, probably more than any other, has the potentiality of almost unlimited production, is bee keeping. Honey is the nectar of flowers extracted by bees and the amount of this nectar in actual existence in this country each season is far in excess of the amount of sugar, 4,000,000 tons, which we annually consume. We get a line on this from the fact that 100 colonies of bees, under favorable conditions, will produce 22½ tons of honey in one season, and no member of these colonies will at anytime be more than two or three miles away from home. While it is difficult to get definite and reliable statistics concerning the bee industry, it represents an investment of many millions of dollars and an annual output of many millions of pounds of honey and beeswax. We have quite an export as well as import trade in both items, apparently sending out more honey than we get in and getting in more beeswax than we send out.

That more people are not engaged in it seems due to the many qualities needed to make it a success. It requires the most

unceasing vigilance and a sleepless intelligence, but apparently, most of all, a love of the work as much for the things that you get out of it as for the pecuniary results. It seems for the successful beekeeper to be the case over again of the shepherd who loves his flock, while the lazy or indifferent or ignorant hiring fails because he is an hireling. For the real charm of the business seems to lie in the study of these extraordinarily intelligent but very human insects who have solved the problem of social democracy after a most practical fashion while we are still wandering in a maze afflicted with all manner of impracticable schemes. This, too, in spite of a ruling monarch, the queen, to whom the remainder of the colony render most profound reverence. In team work and ceaseless, productive industry we must hand it to the bees and the ants. Yet we can console ourselves that the bees also share our human traits in that they are always goodnatured and never sting when full of food, and that they must exercise eternal vigilance over their stores of honey lest their stronger neighbors break through and steal.

Industry's Fighting Equipment

Elimination of types and styles which duplicate production but do not improve service is one weapon gravely needed

By E. W. McCULLOUGH

Manager, Fabricated Production Department, Chamber of Commerce of the United States

THERE has, perhaps, been no time when more thought and study have been devoted to trying to settle the so-called "buyers' strike" and to bring about the resumption of business. Some have thought that by following a course of "patient waiting," time would work the cure, but as the months roll by, conditions have not greatly improved and we are convinced that if we really desire better conditions, they must be worked for rather than waited for.

The manufacturer who has not already planned a thorough "house-cleaning" of his establishment, as to his purchase of materials, the improvement of his equipment, and the better selection of the lines he produces, certainly cannot look into the future hopefully, for there is nothing more certain than that rigid economy and efficiency in every form will be the fighting equipment of competition; also that capital must be more rapidly turned and at a smaller rate of profit.

One of the greatest leaks which came prominently before manufacturers during the war was that they were slowing down their production, increasing their costs and tying up capital unnecessarily through the production of too many sizes and kinds of the commodities they were making. The management was influenced more strongly by the sales department than the manufacturing department in dealing with vital production problems.

The increasing of varieties under the false notion of rendering better service was laid bare by the War Industries Board when it insisted that lines must be reduced and materials used only for such as were found necessary and vitally essential.

It was then proved that there was no real need for the large number of variations in many commodities which had been developed by competition, and that more prompt and better service could be rendered by adhering to the reduced schedules forced by war stress.

One of the greatest industries of the country, i.e., farm machinery or farm operating equipment, cooperated generously and in a

self-sacrificing way to the demand at that time to cut down the requirements for steel, pig iron, etc., through reducing the variety in their line and eliminating duplications.

In plows alone, over one hundred sizes and kinds were dropped, yet crops in larger volume were planted than ever before. Duplications in grain seeding machinery were eliminated to the extent of 50 per cent, but no one complained that the seeding was not done properly.

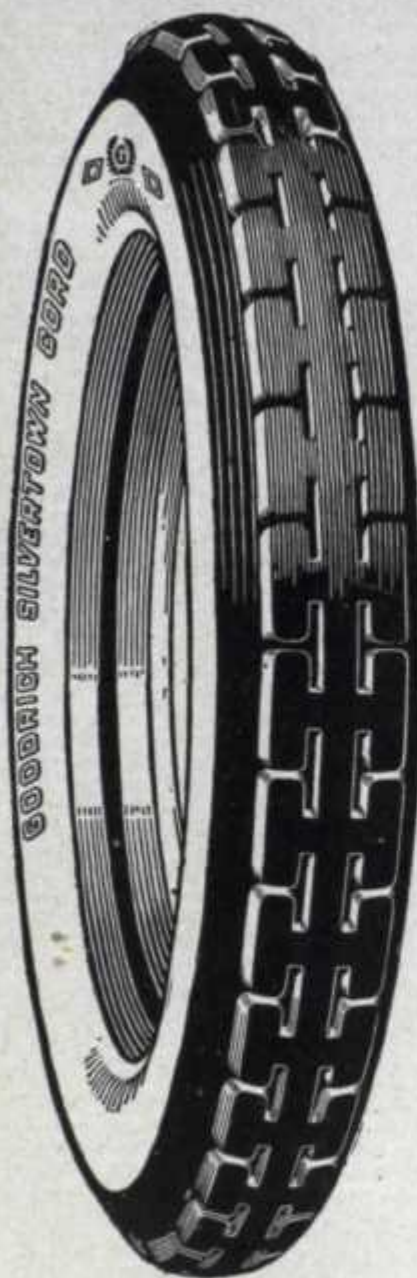
The ordinary farm wagon used by the farmer for hauling had multiplied in variety to several hundred styles and equipments. These ordinary freighting wagons had at one time a wheel variety of forty-one heights, to say nothing of sizes and thicknesses of tires; in fact, each locality had said to the manufacturer just what changes and additions it fancied and its wishes had been acceded to. These wagons were made in many widths of track. That section of the country lying north of the Ohio River used wagons measuring 54 inches between the centers of the tires on the ground, while the section south of the Ohio would take nothing but those measuring 60 inches; but a compromise was finally effected through the adoption of the automobile track—56 inches—and now the standard wagon can be used in any part of our country or Canada, because of this common sense change.

The entire line of farm equipment was reviewed and eliminations made on the basis of retaining that which would perform the operations best and at least cost.

The important changes made in this one line have released capital to such an extent that one manufacturer recently stated that his inventory, because of these changes, had been reduced 30 per cent and that his service to the farmer was more satisfactory than ever.

This is but a single illustration of the valuable work conducted by the Government and the War Service Committees of the various industries during the war, which has been continued by many progressive lines since, but unfortunately many have drifted back into

Goodrich Tire Price Reduction applies to all sizes— without reservation



*The anti-skid safety tread
Silvertown Cord*

20% Lower Prices

The Goodrich price reduction which took effect May 2nd was without reservation. It included Silvertowns together with Goodrich Fabric tires and Goodrich Red and Gray inner tubes.

The name of Goodrich on a tire means just one thing—quality. And that quality is always the highest that can be produced.

Each tire is specially designed for the service it must deliver. Goodrich Fabrics, in the popular sizes, have established themselves as unusual values from the standpoint of real economy. Silvertown Cords in their class have always held first place in the esteem of motorists, not only because of their symmetrical perfection of finish, but furthermore, by reason of their long life, complete dependability and satisfactory performance.

Your dealer will supply you at these fair prices:

SILVERTOWN CORDS

SIZE	Anti-Skid Safety Tread	TUBES
30x3½	\$24.50	\$2.55
32x3½	32.90	2.90
32x4	41.85	3.55
33x4	43.10	3.70
32x4½	47.30	4.50
33x4½	48.40	4.65
34x4½	49.65	4.75
33x5	58.90	5.55
35x5	61.90	5.80

FABRIC TIRES

Smooth	30x3	\$12.00	Safety	32x3½	\$20.25
Safety	30x3	13.45	Safety	32x4	26.90
Safety	30x3½	16.00	Safety	33x4	28.30

THE B. F. GOODRICH RUBBER COMPANY
Akron, Ohio

the old habit of subordinating their knowledge of the real needs of the consumer and catering to his whims and fancies, and so have so lost the economies gained. Some of the gains made by the manufacturers, which eventually work out in lower prices, are decreased inventories, more economical production, better quality of product, better service to the trade, a more efficient sales force, less clerical force, reduced storage for both raw and finished products, quicker turnover, etc.

To the dealer or retailer some of the gains

are smaller investment in stock, yet better service to the consumer, less depreciation because of less shop-worn and obsolete stock, decreased handling and clerical work, and more efficient salesmanship.

The following are some of the many lines considered and dealt with in this way during the war, which will give some conception of elimination possibilities:

Road-making machinery, chains, bicycles, motor cycles, children's vehicles, clocks, pens, pencils, talking machines, motion-picture pro-

jectors, burial goods, furniture, beds, vacuum cleaners, washing machines, household wringers, refrigerators, stoves and ranges, furnaces, enamel goods, galvanized ware, cameras, hand stamp and marking devices, adding machines, autographic registers, sales books, typewriters, cash registers, tabulating machines, time recorders, fire-prevention and fire-fighting apparatus, corsets, pocket cutlery, hosiery and underwear, hats, shoes, gloves, harness, trunks, overalls, bedding, nails, bolts, rivets, bottles, crockery, davenport, paint, and varnish.

Business Eyes the Tariff Bill

First Impressions from the Trade Press—Opposition to oil and sugar clauses—Can Hides be kept on the Free List?—The center of contention in the Iron and Steel Schedules

A NEW TARIFF BILL is not a subject to be disposed of with a casual reading, and much of the comment of the trade press on the Fordney measure, as it has been submitted to the House, is frankly subject to further study. No tariff was ever welcomed with a unanimous outburst of approval and the new bill is no exception. Its authors have expressed some uncertainty as to its powers as a revenue producer and various of the industries affected are in doubt as to its ability to stimulate business.

THE NATION'S BUSINESS gives this month, as the leading article of its *Observatory*, the first impressions of a number of leading industries on the provisions of the Fordney Bill as they affect them.

In a general review of the bill, *Bradstreet's*, discussing the bill as a revenue producer, undertakes to compare its average rates with those of the Payne and Underwood measures:

Unofficial estimates put the figure high ranging from \$500,000,000 to \$700,000,000. These totals seem large, and the range of variation between them appears to indicate that the experts have not had a chance to figure with any closeness on the probable productivity of the schedules. Mr. Fordney estimates that the average rate of duty under the bill will range between 18 and 20 per cent as compared with 18.55 under the Payne-Aldrich bill and 6 per cent under the Underwood bill. In other words, the average rate will be a little over treble that under the Underwood law. These estimates are based on the inclusion of articles on the free list. If the computation be confined to dutiable articles, the average rate will, of course, be very much higher; some critics say 50 per cent or more.

The Metal Schedules

In general, says *The Iron Age*, the Ways and Means Committee seems to have written the metal schedules with the "idea of re-establishing the general lines of the Payne-Aldrich metal tariff of 1909," retaining only free barbed wire as a "remnant of the Underwood committee's largess to the agricultural community." *The Iron Age* looks for attack on the duties on manganese ore and ferromanganese:

The ferroalloy section promises to be the storm center of the new bill. The duties on manganese ore and ferromanganese in particular will be points of attack. It might be assumed, in view of the fact that normally nearly all the ores used in the making of ferromanganese in this country are imported, that the imposition of a duty of one cent per pound of metallic manganese in such ores are designed as a revenue tariff. But the subcommittee on the metal schedule, in its explanatory statement, says that the manganese ore duty, like that on

In the "Nation's Business Observatory" this Month

THE FIRST impressions of the trade press on the Fordney permanent tariff bill—much criticism and some praise.

The case against horizontal reduction in freight rates as the banks and railroads see it.

Packers reconciled to the modified regulation of the Haugen bill hope to be let alone for awhile.

What the British and American marine papers think of the new Shipping Board's programme.

The eight hour day in the French Merchant Marine and its results.

tungsten and molybdenum ores, represents an attempt, by means of protective duties, to preserve domestic industries.

It need not be said that a radical departure is involved in imposing on a product long on the free list a duty equal to 100 per cent of the price at which that product sold—under exceptional conditions it is true—for a considerable time in 1914. At 2 1/5 cents per pound of manganese content, as proposed, the duty on a ton of 80 per cent ferromanganese will amount to \$39.42, and it will be recalled that both the British producers and the United States Steel Corporation sold large lots in 1914 at \$37 and \$38, seaboard. So far as most independent steel manufacturers are concerned, the effect of the proposed duty will be to impose a tax of close to 27 cents per ton on their output, figuring sixteen pounds of ferromanganese to the ton of steel. The Steel Corporation, in common with other producers of ferromanganese, would pay \$11.20 duty per ton of 50 per cent manganese ore, but it has the advantage of the operation on its own Brazilian mines.

The issues involved in the proposed manganese duties promise to take precedence, so far as the steel industry is concerned, over all other features of the new metal schedule. The ability of British producers of ferromanganese, who have long supplied a considerable part of the ferromanganese consumed in the United States, to continue to do business here is one factor. The advisability of keeping reserve for future emergency the limited supply of manganese ore in this country, instead of attempting its present development by the maintenance of a permanently high level price for ferromanganese, is another. The consumers of ferromanganese, it is already apparent, will

exert themselves to secure radical reductions in the duties now carried in the bill.

Textiles

"An unsatisfactory tariff" is the phrase of *Textile World*, which fears that "compensatory yarn and cloth duties of the wool schedule are decidedly inadequate, and that a similar error has been made in adjusting duties to cover cotton cloths in the advanced or processed state." *Textile World* sees the "insidious influences" of "so-called international bankers" and the "menacing efforts" of farm organizations:

That the new tariff bill will be the lowest protective measure adopted by Congress since the Civil War is reasonably certain. That statement is emphatically true of the duties on textile manufactures in the House bill. There is still hope that discriminations and inadequacies may be corrected by the Senate, for it has often been the case in tariff legislation that the House proposes, while the Senate disposes. Textile manufacturers do not demand Payne-Aldrich duties nor anything unreasonable; they simply ask that they and their work people be given a tariff differential sufficient to protect them against abnormally low foreign wages and costs when figured in terms of depreciated foreign moneys.

Chemicals and Oils

Oil, Paint and Drug Reporter urges that critics of the bill keep in mind the "new international niche" that the United States now occupies:

There are a number of new departures in this latest tariff declaration; in other directions the bill has all the earmarks of rock-ribbed protectionism. It is a blending—not especially homogeneous—of modern and old-time, perhaps antiquated, ideas. There is room for a variety of opinion as to which of the newer ideas in the bill is the most "revolutionary." The adoption of the American valuation basis is vigorously advanced for the distinction; but the American valuation plan has been tried on several occasions in the history of tariff-making. Many see in the giving of extraordinary powers to the Tariff Commission in the determining of the scope of the three-year dye embargo a wide departure from precedent. In truth, the bill is ultra-modern in that regard, the somewhat similar experiment in the recently enacted emergency tariff act notwithstanding; and the commission will find it has no easy task, despite the assurance written into the bill, that the results of its examinations of manufacturing and marketing records in connection with the compilation of a list of dye-stuffs obtainable in the United States "on reasonable terms as to quality, price and delivery" are to be held in strict confidence.

Another feature that has raised a cry of

excessive modernism among the staunch protectionists is the provision authorizing the President to negotiate unlimited reciprocal treaties with the approval of Congress and to proclaim others of limited concession by executive decree alone. The most modern feature of the measure would seem to be the tendency to leave, in the aforementioned manner, much to be interpreted post-legislatively as occasion arises.

The proposed levy of 35 cents a barrel on crude petroleum and 25 cents on fuel seems sure to start a fight before the bill becomes a law. The automobile men are in arms and the oil refiners see trouble. One opinion is given in the *Public Ledger* of Philadelphia:

Passage of the proposed Tariff Bill will cripple Atlantic seaboard refineries and shut out the foreign market for United States oil, said J. Howard Pew, president of the Sun Co. Nothing except injury, would result to well and refinery interests in this country, and Mexico would take away our entire export business, he said.

"If Congress approve the tariff on crude oil, no Mexican crude will come into this country. British and American companies will build refineries across the border and export direct to Europe and South America. This will be hurtful to refineries along our coast, for it must be realized that one out of every three barrels refined is Mexican oil.

"Why Western producers are supporting the tariff I cannot understand. They will have the American market to themselves, of course, but what of the oil this market does not take? Where will they dispose of it?"

Hides and Leather

With hides, leather and shoes on the free list, the leather and shoe trade press is wondering chiefly whether they will stay there. As *Hide and Leather* says:

There will be a prolonged and bitter struggle before this tariff bill becomes law. Already there are efforts to remove hides and skins from the free list. Such efforts are absolutely indefensible, but, unfortunately, tariff making is too often a muddle of politics and log rolling instead of being based on scientific and impartial reasoning.

Shoe and Leather Reporter, seeing a determined effort to get hides off the free list, says:

The question to be considered is whether a tariff of six cents or any other amount on hides would do anything to counteract the economic tendency of the times which appears to be all against the future prosperity of stockmen. A careful survey of the methods of buying cattle, slaughtering them and marketing their many products shows conclusively that a tariff on hides is not the logical way to help the live-stock industry.

If the cattle interests, however, feel that a hide tax would lift them out of their trouble, there would be little objection to it were it not for the fact that in the granting of a tariff a specific injury would be done to the third largest industry in the country.

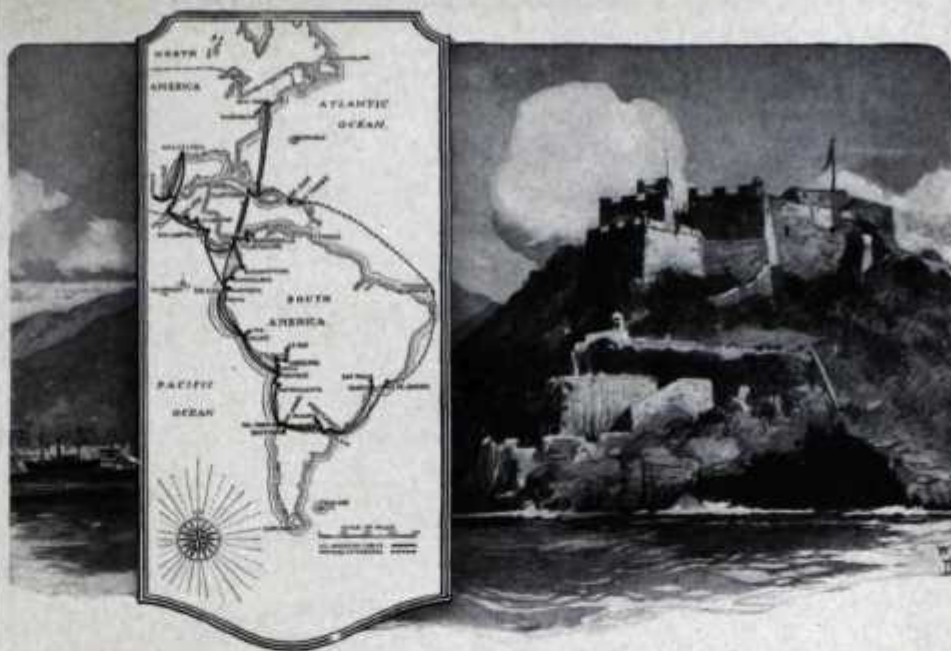
The leather industries insist that if their raw material is to be taxed when other manufacturing countries open their ports to the free entry of hides a specific case should be made out for the stockmen. It is up to them to demonstrate that they were benefited during the life of the Dingley bill which taxed hides fifteen per cent. They should also be asked to explain why hides brought the highest prices when there was no tariff imposed upon them.

Sugar

One clause in the sugar schedule authorizes

Refiners handling raw sugars produced in the continental United States to import two pounds of foreign grown sugar for each pound of home grown sugar so refined, at a reduction of 25 per cent from the prevailing rate.

(Continued on page 42)



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More Room Needed for Stock

THE Velie Motors Corporation at Moline, Illinois, found they needed to carry more stock. Investigation proved that the space they needed was right in their stockroom occupied by bulky, cumbersome, unadjustable, wooden racks. This space was made available for the *Storage of goods* by replacing these wooden racks with

LYON Steel Shelving

Everywhere there is a demand for more space to hold stocks that make possible better service. Frequently this additional space can be secured by replacing only a few wooden racks with steel. The completely standardized interchangeable parts of Lyon shelving make it possible to install sections only as needed and yet have, when completed, a uniform installation all parts of which are identical in appearance and construction.

As a first step in saving space for the Velie Motors Corporation, by the use of LYON STEEL SHELVING, we were asked to show them how our steel shelving would solve their problems. We will gladly do the same for you. No obligation, of course.

Lyon Metallic Manufacturing Company
AURORA, ILLINOIS



This clause, says *The Louisiana Planter*, has excited opposition from the Federal Refining Company, which in a statement declares:

Such a scheme would be tantamount to a subsidy to the extent of the duties remitted, and subsidies to domestic sugar growers have been declared unconstitutional by the United States Supreme Court.

Freight Rate Reductions

No Cure-All for Industry

THE CRY for a general reduction of freight rates as a sort of cure-all for business is being answered from many quarters. Senator Capper, of Kansas, said of freight rates that they "almost absorb the farmers' grain, also a large proportion of his livestock; they have helped in many ways to demoralize the business of the country and to prevent its recuperation."

A pertinent reply to this statement is made by the *Bulletin* of the National City Bank, which says:

Freely granting that the position of the agriculturist has been an unhappy one in the past few months, it seems to us that freight rates are not guilty, as charged. The causes of commercial depression are world-wide and are not to be found in domestic transportation charges. When business was good last Fall the largest tonnage in the history of the country was offered the railroads, despite the advanced rates which became effective August 26. Today ocean tonnage rates are at the lowest levels in a great many years, but ocean traffic is suffering perhaps even greater stagnation than rail traffic. There are many commodities that would not move even if the roads offered to carry them free for the simple reason that no market exists for them.

An "unwise proposal," the view of *The Iron Age* as to a horizontal reduction in freight rates. Here is its plea for a careful consideration of the problem:

Surely a lesson should be drawn from the experiences before the war. We had ups and downs in business then, and in times of depression most of the allegations of causes proved unfounded, while most of the remedies proposed were found to be of no value. With particular insistence we heard at times that business would never be good until freight rates were advanced. Now we have been told that trade will not be good until freight rates are reduced. It is a psychological phenomenon, not a business diagnosis.

Meanwhile, as the *Survey* of the Guaranty Trust Company says, many rate readjustments have been made and many more submitted to the Interstate Commerce Commission for its approval. Here is its statement of the case:

The problem is to bring about a readjustment by which lower rates will be provided for commodities that cannot bear the present levels, and not to effect a horizontal rate reduction which will take away from the railroads all that they hope to save through the forthcoming wage reduction and economies made possible by the abrogation of the national agreements.

The point of view of the railroads is that reductions cannot be fairly made in any event until it is known what savings will result from lessened wages and other economies. Says *Railway Age*:

It may be said, the increases in traffic which are occurring, and the reductions of wages and other expenses which are being made, will enable them to rehabilitate their properties, raise new capital, and, in addition, make general reductions of rates. But nobody will know what the total amount of the reductions of expenses, or the effects produced by them on the financial condition of the railways, will be for some time. The farmers and other producers

have been suffering greatly from bad business conditions recently, but the railways have been suffering even more. Why, therefore, not refrain from agitating for general reductions in rates until there has been opportunity to find out what financial results the railways can get on the present rates and with reduced expenses? If the outcome justifies reductions of rates, the Interstate Commerce Commission can be relied on to require them.

Packers Resigned to Some

Form of Federal Control

PACKER legislation having been settled for a time, the packers themselves seem prepared to make the best of it. At least, that is the tone of a leading editorial in *The National Provisioner*, the official organ of the American Institute of Meat Packers, which says:

Packers no doubt feel themselves the victims of an injustice. They realize keenly that of all industries meat packing least deserved regulatory legislation designed to safeguard industrial service to the public. They know, and government records show, that their industry is, and long has been serving the public at a smaller rate of compensation than any other large, essential group of businesses.

Although packers realize that there was no justification for any law in further regulation of their industry, yet possibly they feel that one good purpose may be accomplished by the enactment of the bill—a purpose referred to by Thomas E. Wilson, President of the Institute of American Meat Packers, as the only constructive possibility in legislation—the correction and obliteration of the prejudice against the packers, carefully fostered by agitators and now still existing in some quarters.

In other words, the passage of the Haugen bill may give meat packers a chance to go ahead with their business unhindered.

It is interesting to note on the same page of the *Provisioner* an editorial of which the first paragraph reads:

Much criticism has been justly directed to those who, for various reasons, urge the retention of state control over certain phases of railroad operation. Perhaps no industry has so consistently urged this as the livestock industry. They were among the first to support the appointment of state commissions, long before we had an interstate commission, and they have constantly opposed the organized effort to abolish all state control of the railroads.

Sell the Ships, All Agree, but What Price Do We Get?

THE NEW Shipping Board's determination to sell ships meets with approval in many quarters but the nautical papers have grave doubts as to the prices they may get for them.

Fairplay, of London, having a cable dispatch saying that "the Shipping Board has decided to dispose of the Government fleet for one billion dollars" figures out that this means £26 per ton deadweight and issues this solemn warning:

If the Shipping Board has really decided that its fleet must be sold, the first thing it will have to do is to drop the idea of obtaining a billion dollars for it, for the simple reason that any owner who knows his job will not pay such a figure. Looking at things coldly, and without any bias of any sort, the only possible policy, so it would seem, is for the Board to sell at such a price and on such terms as will induce American citizens to come into the business permanently with a view to making a fair profit on the investment. Judging by the experience obtained in this country with the *enemy craft*, it will be impossible to secure more than £5 per ton for the purely cargo boats, and, if sold to American owners, terms

of payment would have to be arranged. It is, of course, hardly likely, at all events at first, that any of the vessels will be offered abroad, but, making every allowance for the very understandable desire among Americans to have a mercantile marine of their own commensurate with the status of their country, it is not easy to believe that 1,700 boats can be absorbed by investors in the States, especially in view of the fact that it is impossible to make a profit on shipping at the present time.

The Nautical Gazette takes a similar but somewhat less pessimistic view:

Chairman Lasker is said to have expressed the belief that the Government might recover as much as \$750,000,000 of the \$1,000,000,000 it has invested in shipping since the outbreak of the war. Unless an unexpected improvement should take place in the shipping business in the near future, however, it is doubtful whether even one-quarter of the amount originally spent on the Emergency Fleet can ever be retrieved. Recently brand new cargo boats have been sold in England for less than \$40 a ton and prices there are still tending downward on account of the British Government's policy in pressing for sale during this period of business depression its quota of Germany's surrendered merchant fleet, for a goodly portion of which purchasers have yet to be found. The hope has been entertained in Great Britain that, once this block of ex-enemy vessels overhanging the local tonnage market has been absorbed, shipping values would undergo a gradual rise. But they are not likely to recover to any extent if our Government should proceed to sell its vessels.

The Marine News looks for much from the new board in the way of permitting freedom of individual effort in ocean traffic but contents itself with saying about the lost investment:

A reduction from \$1,000,000,000 to \$1,000,000,000 in the book value of the government's fleet will be a master stroke towards giving a strong working basis for the Merchant Marine.

It may be painful to do so, but why it should cause any protest is difficult to see when the same processes were followed in the cases of all other government war investments.

Capital investment in ships is the most important item to consider if vessels are to yield profits. Freight rates of a few cents a hundred pounds cannot support ships capitalized on a basis of freight rates averaging several dollars per hundred pounds.

How an Eight-Hour Day Works Out When It Goes to Sea

FRANCE has tried an eight-hour day on shipboard with some interesting results, according to a report issued by the Joint Maritime Commission of the International Labor Conference. *The Nautical Gazette* thus summarizes and comments on the report:

In the belief that the worker, whether at sea or on shore, should not be overworked and should have some time at his disposal for recreation and for the improvement of his mind, an act was passed on August 2, 1919, abolishing the two-watch system on shipboard and reducing the working time on all French ocean-going craft from twelve to eight hours. Later on this law was modified so as to permit members of the crew working in each month 60 hours of overtime on steamers and 100 hours of overtime on sailing vessels engaged in long-distance voyages. The result of this amendment has been to make the working hours on shipboard almost as long as they were before the eight-hour law became effective, for as overtime work entitled one to extra compensation, all classes of seamen have been anxious to increase their earnings as much as possible by working the full legal number of overtime hours each month.

(Continued on page 44)

B



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Providence, 79 Westminster st.
Richmond, 1223-24 Mutual bldg.
St. Louis, 805-15 Arcade bldg.
St. Paul, 131 Endicott arcade
Scranton, 409 Connell bldg.
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Toledo, 620 Signer bldg.
Washington, 743 15th street, N. W.
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The Basis of Better Times

The aggressive spirit of this country aspires to something better than the world has known. Merely to revert to pre-war times will not satisfy the United States. It seeks a deeper philosophy of human relations, a sounder basis of business, an efficiency in government expressed by results, an ever advancing standard of living.

The great problem in the achievement of these ends is a higher sense of responsibility on the part of those engaged in business and production. The world's progress must always depend upon the individual.

The problems of labor are reducible to the relation of one man to one job. If every man were true to his job and every job a square deal, labor problems would be reduced to a minimum.

The function of employers is to direct labor, achieving success in proportion to the return which labor enjoys. Labor which willingly follows and trusts an able general is always loyal and productive.

Capital exists because it is an essential tool of commerce and industry. A dollar must perform an honest day's work for an honest day's pay.

These are simple truths. There is nothing Utopian in business standards that call for hard work and square dealing. The National Bank of Commerce in New York is confident that through the individual acceptance and observance of these standards will come the realization of better times.

National Bank of Commerce in New York

Capital, Surplus and Undivided Profits
Over Fifty-five Million Dollars



What has taken place, therefore, is not a diminution in the hours of labor enabling sailors to pay more attention to their physical and moral well-being, as the sponsors of the eight-hour law intended, but an increase in wages which has raised French vessel operating costs from thirty francs per gross ton per annum in the case of sailing ships to 133 francs per ton in the case of passenger liners. The fact that seamen on French merchantmen are so eager to work overtime is being cited as an evidence that they do not find it a great hardship to work the equivalent of twelve hours a day. But if seamen are to derive any advantage from the adoption of an eight-hour working day on shipboard, recreation spaces or libraries must be installed for them. When he has nothing to do for sixteen hours out of every twenty-four, the average sailor, without any opportunity of employing his spare moments profitably, must find time hanging heavily on his hands.

Profits that Come as a

By-Product of Charity

TRANSATLANTIC TRADE, which is published by the American Association of Commerce and Trade of Berlin, reports a lack of anti-American feeling in Germany and says the Hoover relief work has done much to advertise American food products:

Thanks to the various forms of the Hoover Relief Work, there is scarcely a household in Germany today that does not possess "inside" knowledge and appreciation of the high quality of American food products. This work, originally undertaken for humanitarian reasons, has resulted in a tremendous advertisement for American food products—one of our great surplus productions. At least twenty-five different brands of American condensed milk may be seen on sale today in the grocery stores, along with various other American food products. The time has come to consider how this advantage may be followed up. Immediately after the Armistice many firms on this side waited for the opportunity to purchase American goods, and unable to do so, satisfied their temporary wants by purchasing from Englishmen who were on the ground when we were conspicuous by our absence.

The American commercial world may rest assured that there are no anti-American feelings in this part of the world that will have any detrimental effects upon American foreign trade. This fact may be amply verified in articles constantly appearing in trade journals and the daily press. And when we break away from the idea that the learning of foreign languages is a matter of strenuous idleness, we can read them in the original.

Proof of the Rapid Rise of

One of Europe's New Nations

A WRITER in the *Louisiana Planter* says that Czecho-Slovakia is now building the finest sugar experiment station in Europe and cites it as proof of the rapid development of this new republic, saying on this point:

They [the Czecho-Slovaks] are showing more constructive political, industrial, and agricultural statesmanship than any of the nations emerging from the war. During the war, when nations were bent on destroying, they were laying plans for making the dream of 200 years come true, the dream of an independent republic. The sugar manufacturers were laying plans for rehabilitation, and in scores of minds and hearts of sugar men, the desire for a great laboratory and experiment station was boring its way to the surface, particularly among the members of the East and West Bohemian society of sugar industrialists.

The new republic now produces nearly 700,000 tons of sugar a year and it is thought that it can increase its output to a million tons.

The Log of Organized Business

Construction industry demands recognition—Business and Education
—A national forestry program needed—Other
activities among the associations

CONSTRUCTION "would seem to be the barometer of our industrial life," according to a report recently issued by the Committee on Statistics and Standards of the Chamber of Commerce of the United States. The report recommends that the construction industry be placed in a separate grouping, on a par with agriculture, manufacture, transportation, lumber, mining, and trade.

"It is clear," the report says, "that in most cases construction towers high above the others and deserves recognition as one of the predominating elements. Viewed from any angle whatsoever, sufficient justification exists for such a procedure."

In arriving at this conclusion, the committee estimates that more than seventy-seven billions of the nation's wealth may reasonably be regarded as produced through construction. This included railroad construction, but not public highways, for which no satisfactory figures are available. It is further estimated that about one-fourth of the persons engaged in manufacture (about 57 per cent of industrial labor) may be said to qualify for the construction industry, as do all the plants whose products go into construction solely. Manufacturers, mines and railroads employ about fourteen millions of workers, of whom nearly twelve millions are males. Estimating 4.4 persons to the family, it is calculated that 43,000,000 persons are employed in these three industries or are members of the workers' families, and that one-fourth of them (about 11,000,000) derive their living, either as workers or as members of their families, through construction.

The committee estimates also the support given to trade by this vast number of persons, and the relation of the construction industry to banking. It estimated that \$2,723,000,000, about half the volume of new capital issues for 1920, consisting of State, municipal, industrial and railroad securities, went into construction of some kind. This leaves out of consideration Federal indebtedness for the same objects, foreign issues for improvement and construction here, and other factors. In all, the committee estimates that construction took about half of the year's capital accumulations and about three-fifths of the proceeds from new financing. Construction, therefore, it is held, "places itself foremost in order of importance and deserves recognition as one of the most potent forces that shape our economic life."

The committee regards the future possibilities of the construction industry as "unbounded," and refers to the present shortage of dwellings and other structural facilities.

The Reward of Courage

TWENTY THOUSAND looms in Spartanburg cotton mills have hummed cheerfully since last October, despite business depression. In the South Carolina county, which bears the same name as the city, there are thirty-seven mills, operated by twenty-eight corporations, with more than 860,000 spindles; and their workers have known no involuntary idleness however severe you may suppose the blow to the cotton industry was. The annual payroll in Spartanburg cotton mills is nearly \$6,700,000.

E. B. Walker, secretary of the Spartanburg Chamber of Commerce, who was in Washington not long since, said that Spartanburg mill operators decided to keep going, even at a loss, rather than to disrupt the plant organizations they had built up.

"We have no labor troubles there," he explained. "The mill executives, realizing that contented workers are a great asset, pay good wages, and they have built mill villages in which superior libraries, comfortable homes, beautiful parks and churches and good schools are to be found. They had built all this up at some expense and they did not intend to let it go. So they kept the mills going, expecting to suffer a loss; but as it happens they are making, even now, a small profit."

Regional Service

WITH A VIEW to serving each Chamber of Commerce in the Sacramento Valley, the Sacramento (Calif.) Chamber has undertaken a Valley Expansion Campaign, beginning with Orland, where, almost at once, forty persons signed applications for membership in the Orland Chamber. During the following week one hundred more memberships were obtained. The campaign is being continued in other cities.

Something in a Name

IT IS COMING more and more to be recognized that as an organization name "Chamber of Commerce" has advantages over any other. The following organizations recently have changed their titles in conformity with this conclusion: Lincoln, Neb., Commercial Club; Springfield, Ill., Commercial Association; Winston-Salem, N. C., Board of Trade; Dodge City, Kans., Phoenix-Industrial Club; Newark, N. J., Board of Trade; Faribault, Minn., Civic Association; and the Helena, Ark., Business Men's League.

Welcoming Newcomers

THE Newcomers Welcome Committee of Denver is the name of a special committee created by the Civic and Commercial Association of that city. The purposes of the committee are defined as follows: "To find ways and means through which newcomers to Denver may be made welcome; to introduce them to the activities of the city; to assist them in becoming located, either for the purpose of engaging in business or merely residing in Denver; and, generally, to insure that there be disclosed to those who come to Denver a cordial and generous spirit of welcome and interest by Denver people in the "social and business welfare."

Pan-Pacific Conference

THE Pan-Pacific Union is preparing for a Pan-Pacific Commercial Conference at Honolulu in 1922. It is expected that the United States Department of Commerce will give its cooperation.

German Authors' Cartel

IF WRITING is a business, why shouldn't writers organize? Efficiency, that's the word—and, of course, higher prices! With these goals in mind the Authors' League of Germany has been formed, and according to

You may laugh—

But it's no joke

A merchant was asked, "How do you find business?"

He replied, "I don't, and I've been looking since March 4th."

There are many merchants, in all sections of the country, who will answer that question in precisely the same manner.

On the other hand, there are thousands, in all sections of the country, who have a different view point regarding present sales and future opportunities.

Talk further with these thousands and you'll find that for some time they have been building well for just such conditions as now confront the retail merchant.

They are easily holding their old trade, building new business and enjoying a most favorable percentage of cash patronage, because they offer a sound, bona-fide discount in the form of ~~24~~ Green Trading Stamps.

For a quarter of a century the ~~Sperry~~ Service has rendered American merchants a most effective and economically sound co-operative system for the building of business in a practical, natural and thoroughly human way.

Business will pick up when prices come down, but the merchant using the ~~Sperry~~ Service picks up cash business while they're coming.

THE SPERRY & HUTCHINSON CO.

114 Fifth Avenue

New York

The First National Bank of Boston

Transacts
commercial bank-
ing business of
every nature

Make it your
New England Bank

Capital,
Surplus and Profits
\$37,500,000

William G. Shepherd, who is an American magazine writer, it is "going strong." In a recent issue of the *Authors' League Bulletin* he has this to say about the German organization.

From the American viewpoint it is as alarming to authors themselves as it is to publishers. From the viewpoint of the German authors it may be a means of salvation from poverty and starvation.

Its history is short. Fifteen years ago the stage writers of Germany formed a league which has been exceedingly successful. Three years ago the film writers of Germany followed the example of the play writers. A year ago the authors of Germany copied the film writers. And today the play writers, the film writers, and the authors have formed a cartel that includes every prominent writer in Germany as well as in Austria.

The power of this trio of leagues, acting as a cartel, is tremendous. The play producers of Germany are signing a contract with the play writers agreeing to purchase plays only from members of the League. The authors in the League have secured from over two hundred publishers of Germany contracts to buy novels, essays, etc., only from members of the League. The film writers are endeavoring to drive the film producers into a similar agreement. The object of the League is to force every writer or literary producer in Germany and Austria into the great cartel, and then impose the League's own terms on the prospective purchasers of literary or dramatic wares.

The Voice With a Smile

THE ELYRIA, Ohio, Chamber of Commerce has obtained this year \$98,000 from 3,565 individuals. Prospective subscribers were interviewed over the telephone by solicitors instead of being called on. After the prospect had stated the amount over the phone he was willing to subscribe, he received a letter acknowledging the gift. The payments are said to have been better than when the subscriber signed a card.

Successful Hotel Project

AS A RESULT of the efforts of the New Bedford, Mass., Board of Commerce, there has been recently opened to the people of that community and its visitors a new hotel, representing in land, building, and furnishings an outlay of approximately a million and a half dollars. The management was brought in from the outside, but in all other respects the project is a local enterprise.

Engineers to Meet

THE fall national convention of The Society of Industrial Engineers will be held at Springfield, Mass., October 5, 6, and 7. The main subject will be "Industrial Stability," covering production, distribution and sales, finance, accounting and personnel.

Our Coal in Italy

THE American Chamber of Commerce for Italy is publishing a bulletin in the Italian language descriptive of American coals. This bulletin will be an excellent means of promoting American coal business in Italy, inasmuch as a complete work on this subject printed in the Italian language is not available.

Juniors in Dallas

THE Dallas Chamber of Commerce, which has an active Junior organization, was host at the second annual convention of the younger men in June. Governor Pat M. Neff welcomed the delegates, and many out-of-town speakers were present.

The Dallas Wholesale Merchants' Association and the Dallas Retail Merchants' Association

are now affiliated with the Dallas Chamber of Commerce and Manufacturers' Association. While each will maintain its individuality, they become divisions of the Chamber with headquarters at the Chamber. Through this merger, a greater economy, with absence of any duplication of effort, is anticipated, together with more strength and efficiency in all lines of effort looking to the promotion of the best interests of that city.

Recruiting the New Voters

WITH the responsibilities of the suffrage, women are being drafted more generally by Chambers of Commerce into another service of citizenship. The Community Service Council of Arkansas City, Kansas, for instance, an auxiliary of the Chamber of Commerce, was organized at a meeting at the Chamber's headquarters of two representatives each from the several clubs and women's organizations in the city. Any woman in the community is eligible to membership. The annual dues at present are one dollar. The organization meets monthly. The members have been divided into groups alphabetically, each group in turn acting as hostesses at those meetings at which entertainment or refreshments are provided. The organization has 170 members, and its activities include health conservation, social welfare, education, a woman's employment bureau, sanitation, and beautification.

Midwest Education

THE United States Commissioner of Education, with the cooperation of the Governor of Iowa, State Superintendent of Public Instruction, State Board of Education, and the Des Moines Chamber of Commerce, held a citizens' conference on education in Des Moines on June 30, July 1 and 2. The purpose was to consider, from the standpoint of statesmanship and public welfare, the conditions and needs of education in the States included in the conference group—Iowa, Minnesota, Wisconsin, Illinois, Missouri, Kansas, Nebraska, South Dakota, and North Dakota. Chambers of Commerce in these States sent representatives, and the Education Bureau of the Civic Development Department of the National Chamber took an active part.

"Members' Week" in Boston

A SERIES of luncheons and meetings held by the Boston Chamber of Commerce, under the title of "Members' Week," has just been concluded. Leaders in the transportation, maritime, civic, and industrial life of Boston and New England addressed a total of more than eighteen hundred persons at the five meetings of the week. On "Maritime Day" the maritime problems of the port of Boston and of all New England were discussed.

"Americanization Day" presented the Chamber's effective Americanization campaign now going into its second year. "Transportation Day" included a discussion of the transportation problems of New England viewed from both the shipper's and the carrier's viewpoint. How Boston must face its civic problems was the title of the final meeting on "Civic Problems" Day. The series of meetings marked the termination of what has proved one of the most successful years in the history of the Chamber, and which has been attested to by an increase in the membership to 7,300 individual members.

Building in Texas

THERE is a building movement in Texas cities, according to statistics on building permits, compiled in reference to twenty-two

of the most important cities of the Southwest. The three principal cities of Texas lead the remaining cities of the list by a comfortable margin.

For April, Dallas, with building permits totaling \$1,603,845, headed the list. Houston was second, with \$1,174,395, and San Antonio third, with \$1,161,355. St. Louis and Kansas City ranked fourth and fifth, respectively.

For Better Business Libraries

AT THE Twelfth Annual Convention of the Special Libraries Association, Swampscott, Mass., June 20-25, problems incident to the obtaining, organizing, and distributing of business information were discussed.

That "the great quantities of available information in libraries and other places of record must be placed before business in intelligent, forceful, and conclusive manner" was pointed out by Leroy D. Peavey, vice-president of the Babson Statistical Organization. The point was further emphasized by Daniel N. Handy, of the Boston Insurance Library Association, who discussed the great variety of special sources of business information.

Dr. Edwin E. Slosson, editor of *Science Service*, described the need for promptness in library service, stating that "a quick turn-over is just as important in the realm of ideas as in the field of business—the sooner you get your idea invested in the minds of the million, the greater the profit to the human race."

The value of business data when organized to permit prompt and accurate service was treated by Dr. Frederick L. Hoffman, third vice-president of the Prudential Insurance Company, and Charles C. Parlin, research manager of the Curtis Publishing Company. Dr. Hoffman insisted that the business librarian "must correlate available information to meet current human needs, with a reasonable assurance that the judgments derived therefrom will permit the forecasting, with considerable certainty, of the course of events in the near future."

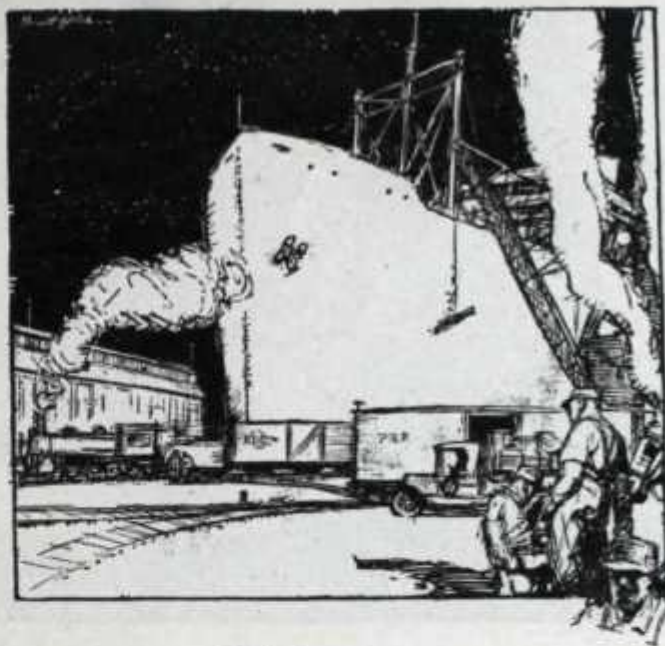
Harold W. Coes, of Ford, Bacon and Davis, pointed out that it is of the utmost importance that modern business executives know where to turn to secure information on a multitude of subjects. J. George Frederick, president of the Business Bourse, Incorporated, stated that the special library has a very important future in making more widely available the information and knowledge obtained as the result of business and industrial research.

Warehouse Directory

IT HAS BEEN a common complaint among shippers and manufacturers that they had no way of knowing the warehouse facilities of localities, and so were hampered in distributing their products. *Distributing and Warehousing*, a magazine issued in the interest of the Shippers' Warehousing and Distributing Association, has recently issued, in a 300-page number, a 1921 directory of the industry. This would have been the fourth edition of the old "Transfer and Storage Directory," had it appeared in separate form, and endeavors to list all companies engaged in public warehousing. The directory is to be an annual feature. The magazine is published at 239 West Thirty-ninth street, New York City.

Bankers to Finance Exports

BANKERS in Cleveland, Detroit, and Buffalo have effected temporary organization of a Bankers' Association for Foreign



WHERE FREIGHT CONGESTION IS UNKNOWN

Freight congestion, one of the accepted evils of export trade, is virtually unknown in Philadelphia. The Director of the Department of Wharves, Docks and Ferries of the City states that the present capacity of the port is adequate for the handling of 50,000,000 gross tons of freight a year.

The vast volume of export and import shipments that passes through the port is handled without delay, losses or annoyance to shippers. This is due to the exceptional terminal facilities enjoyed by the port, its belt railway lines connecting with the piers and its electric devices for the economical and expeditious loading and unloading of cargoes.

This bank is equipped to render banking service in keeping with the advantages and importance of the Port of Philadelphia. In all matters of foreign and commercial banking it is prepared to further the banking interests of concerns engaged in shipping.

THE PHILADELPHIA NATIONAL BANK

PHILADELPHIA, PA.



Speeding the passage to markets overseas

THERE WAS A GOLDEN ERA when our swift clipper ships were acknowledged by all nations as the pacemakers of international commerce—ships built, owned, chartered and sailed by splendid types of American manhood.

The descendants of these men upheld the glory of fine marine traditions during pre-war days when our national colors nearly vanished from the seas for lack of federal support. To them must go much credit for developing the Port of Boston to its present high efficiency.

Benjamin T. Reed, first president of The Warren Bank, which afterwards became The National Shawmut Bank, was secretary of the citizens' committee which successfully solicited Samuel Cunard in 1839 to establish Boston as a terminal for his projected trans-Atlantic steamship line. Since that year, The National Shawmut Bank has been a leader in many movements to improve the port facilities and expedite the handling of merchandise.

Ten hours closer to Europe than is New York; one of the finest harbors in the world, berth space at piers for forty large ocean steamers; ample storage and mechanical devices; three important railroads with freight terminals at deep water—these are among the many advantages of the Port of Boston. Another is the very comprehensive service this bank furnishes to exporters, importers and shipping interests wherever located.



Special inquiries concerning Boston Port facilities are cordially invited.

THE NATIONAL SHAWMUT BANK of BOSTON

Resources exceed \$200,000,000

Trade, with W. E. Guerin, of the Guardian Savings and Trust Company, of Cleveland, as temporary president. Details will be perfected at a meeting in Cleveland on September 23. Bankers from all parts of the country will be admitted up to a membership of one hundred. The association expects to put inland institutions on the same basis in foreign financing as coastal banks.

Home Products Dinner

A HOME Products Dinner was given recently under the auspices of the Industrial-Commercial and Forum Committees of the Kansas City, Kans., Chamber of Commerce. The menu was made up from the products either grown in Wyandotte County or manufactured in Kansas City, Kansas.

For a Forestry Policy

THE Committee on Forestry Policy of the Chamber of Commerce of the United States held in New York recently the first of a series of meetings which extended to cities in the Pacific Coast lumber country. Here is the schedule of meetings for other cities:

Chicago, July 18 and 19; Seattle, July 26 and 27; Spokane, July 23 and 24.

The committee is now in Portland, Oreg., and will meet in San Francisco August 3, 4, 5 and 6. Its purpose is to obtain all viewpoints on the forestry question before recommending to the National Chamber a policy which may be submitted to a referendum vote of the 1,400 business organizations within the Chamber's membership.

Most of the committee's time was taken up at the New York hearing by advocates and opponents of forestry legislation pending in Congress. A brief for the so-called Snell bill, providing cooperation between the Federal Government and the States, was presented by R. S. Kellogg, of the National Forestry Program Committee. The Capper bill was advocated by Gifford Pinchot, Pennsylvania State Forester, and formerly Chief of the United States Forestry Service.

Mr. Kellogg said the Snell bill had wide support and was opposed only by some foresters who do not think its provisions are drastic enough and by some others who think it opens the way to an invasion of vested rights. The three principal features of the measure, as he described them, are: Protection of timber now standing; better means of timber utilization, and production of future timber supply.

"The problem today," said Mr. Kellogg, "is the permanent production of more timber. The situation can not be saved by Federal regulation or compulsory measures. The Snell bill goes as far in the direction of regulation as it seems wise to go."

The States, Mr. Kellogg asserted, must be depended on for what regulation is needed. They must make timber growing profitable, he said, by equalizing taxes.

Mr. Pinchot pictured a future world shortage of lumber, saying the United States, when it exhausts its own timber supply, can not depend on foreign countries and must go without lumber. Even if Canada's supplies were made available to the United States, he said, they would supply the country's needs only twenty years.

Mr. Pinchot advocated the Capper bill for the reason, he said, that control and regulation must be in the hands of the Federal Government. The distribution of lumber, he said, is inter-State; therefore centralized control is essential.

"The body of the people wanting no regulation of timbering operations," said Mr.

Pinchot, "is growing smaller. We can not leave to the States measures of control, because the producing States would be inclined to legislate in their own interests instead of in the interests of the public at large."

Others heard on various phases of the timber situation included: Dr. J. W. Toumey, of Yale; W. E. Haskell, vice-president of the International Paper Company; H. B. Cohoe, of the New York Lumber Trade Association; Franklin Moon, dean of the New York State College of Forestry; J. H. Burton, president of the American Wholesale Lumber Dealers Association; Alfred Gaskil, New Jersey State forester; Philip W. Ayres, of the Society for the Protection of New Hampshire Forests; P. T. Coolidge, consulting forester of Bangor, Maine.

The members of the Chamber's Committee are:

D. L. Goodwillie, Chicago, chairman; Charles S. Keith, Kansas City; F. C. Knapp, Portland, Oreg.; George L. Curtis, Clinton, Iowa; Dr. Henry S. Drinker, president emeritus Lehigh University; Dr. Hugh P. Baker, New York, secretary American Pulp & Paper Association; Harvey N. Shepard, president Massachusetts Forestry Association; Junius H. Brown, New York, lumber manufacturer; W. B. Heineman, Wausau, Wis.; W. DuB. Brookings, manager Natural Resources Production Department, Chamber of Commerce, Secretary of Committee.

Business and Education

ON the ground that the future welfare of American business and the efficiency of the American public schools are bound together, the Chamber of Commerce of the United States has inaugurated a movement to stimulate the interest of business men in local school affairs. A pamphlet on education, just issued, calls upon business men everywhere "to aid actively in bringing the local public schools to a high plane of effectiveness."

This preliminary pamphlet will be followed by four others. They will deal with: Building and Equipment; Health and Physical Education; The Teacher; and Laws and Administration.

Here are some interesting facts concerning the American public schools contained in the pamphlet:

Out of every hundred pupils who enter public schools, only fifteen get through high school and fewer than three finish college.

More than five million persons, three million of whom are native born, over ten years of age, can neither read nor write the simplest words.

Illiteracy is costing the United States \$825,000,000 annually, through accidents and inefficiency.

There are more than thirteen million foreign born in the United States today, five million of whom can not read or write the English language and two million of whom are illiterate.

At least 40 per cent of our elementary school classes are so large that the individual child can not be given necessary care and personal instruction.

The average child enrolled in the public schools attends 120 days during the school term, or about three-fourths of the time. Absence costs the United States \$195,000,000 annually.

About 125,000 teachers, out of a total of 650,000 leave the profession annually and their places are filled by inexperienced people.

The percentage of men teachers in the United States has fallen from 43 per cent in 1880 to 20 per cent in 1916, and 16 per cent in 1918.

The public schools of the United States cost about \$760,000,000 a year.



CONSTRUCTIVE BANKING CONTACT

BANKERS Trust Company is an active, well informed institution backed by ample resources and experience for the protection and promotion of its customers' interests. Though large enough to handle the largest business it is not too large to give personal consideration to business done on a more moderate scale.

Your commercial banking requirements, whether they are large or small, whether domestic or international, will receive here all the benefits of a strong, adequately equipped organization.

BANKERS TRUST COMPANY

NEW YORK

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A New Development



WABCO

PACKING CUPS

For Pneumatic and Hydraulic Machinery

ELIMINATE LEAKAGE

OUT-WEAR ALL OTHERS

WABCO Cups and U's for cylinders and valves are the result of exhaustive investigation and research to find a stronger and more durable packing material than leather, which has been the best obtainable for common usage heretofore.

Fifty years of experience with the finest leather in millions of air-brake cylinders on steam and electric railways all over the world convinced us that the development of a new material, overcoming the natural limitations and drawbacks of leather, would greatly increase the efficiency of pneumatic equipment, in addition to reducing hazards and expense of operation. We acted accordingly, experimenting with innumerable compounds and mixtures, until we discovered and perfected WABCO, the material we were seeking—a superior packing not only for pneumatic devices, but for all types of hydraulic machinery as well.

WABCO is a non-porous composition of unusual strength and wearability; air-tight; oil and waterproof; equally efficient and effective at all atmospheric temperatures; molded in one piece; made with sufficient resiliency and "body" to maintain a firm bearing against the cylinder wall; never becomes limp or flabby.

WABCO lasts longer than leather and is insurance against annoying losses of time and production through impaired machinery during busy operations. Manufacturers desiring to eliminate packing worries are invited to submit their blue-prints.

The Westinghouse Air Brake Co.

General Office and Works, Wilmerding, Pa.

"Fourteen Miles East of Pittsburgh"

New York
San Francisco

Washington, D. C.
Pittsburgh

Chicago
St. Louis

For Justice in the Public Service

NOT ONLY reclassification of Federal employees, but a definite employment policy is recommended by the Chamber of Commerce of the United States. A referendum vote recently completed among the 1,400 member business organizations in the Chamber favors this action.

The United States has had no intelligent policy of payment, promotion, and transfer. Its only definite system has been in the hiring of men and women, who have found themselves without a future, and in some instances receiving, say, only half as much as another person doing the same work under the same conditions. This has made for a disgruntled and inefficient working staff, and has contributed to the enormous expense of governmental functioning.

Government employers are now so hedged about with regulations, enacted haphazard by Congress, that they have no freedom in using their workers to the best advantage. The committee making the report for the referendum urged, and was upheld, that all the laws bearing on this subject be recast, so as to provide adequate and uniform pay for all employees giving the same service under the same conditions. The Civil Service Commission and the new Budget Bureau, which are the agencies most interested in efficient personnel, would be expected to recommend such further changes from time to time as they thought necessary.

The National Chamber recommends also a specific promotion policy. Interest is manifested not merely in how a man gets into the service, but in how he gets on. It is proposed that advancement to higher posts be from the ranks by competitive examination, and that all the positions, except those which have to do with policy-making, such as Cabinet officers and their assistants, be subject to civil service. A man entering the Government service would thus have a future. Opportunities would open out before him, and he could know what those opportunities were. Federal employment would thus become, not a blind pocket, but a chance for a career.

In the matter of discipline, the Chamber recommends that no employee shall be discharged until the reasons have been presented to him in writing, with an opportunity for reply and explanation; but that there shall be no appeal. On this point there is, in other quarters, a difference of opinion. The employees themselves favor a supervisory agency, which shall act as a court of appeals in matters of discipline; and there are some who would set up a Trial Board composed of a member of the Civil Service Commission, a member of the department affected, and a representative of the employees. But in any event a better disciplinary system would put an end to the theory, which prevails generally about Federal service, that, whatever its shortcomings, and whatever the shortcomings of the employee, it's a "life job."

It is also recommended that a system of transfers be established. At present transfers are so restricted that if a department head has idle men in one bureau, and urgently needs extra help in another bureau—both within his department—he can not legally shift the men to take up the slack. And if John Jones, a clerk, say, in the Ordnance Bureau of the War Department, is a misfit there, but shows special qualifications for

the Bureau of Standards, in the Department of the Commerce, he can not be transferred for at least three years, and during that time must remain a square peg in a round hole. Under a proper system it would be possible to adjust such matters for greater efficiency, and to establish "flying squadrons" of stenographers or clerks, to be assigned to bureaus or departments where the need was greatest.

The recommendations of the Chamber, compactly stated, are:

1. Recasting of the present system under which personnel for the Federal Civil Service is secured and managed.
2. Adequate and uniform pay under essentially like conditions for the Federal Civil Service through reclassification and regrading.
3. Reclassification by statute based upon investigations already made, and further investigation by the Civil Service Commission.
4. Reclassification by the Civil Service Commission and the Budget Bureau, and current correction made by Congress, aided by these agencies.
5. Promotion through statutory recognition as the preferred method for filling vacancies.
6. Inclusion of all administrative officers not responsible for determining policies under civil service rules.
7. Transfers between departments to be regulated by executive orders consistent with the civil service law.
8. Efficiency records to be developed by the Civil Service Commission.
9. Removal of an employee to be possible upon a written statement of the reasons to the employee with opportunity for a written reply, but without right of appeal above the head of the department.

The Canal's Best Year

THE PANAMA CANAL handled 381,000 tons of cargo from the Atlantic to the Pacific in May. Sixty-four per cent originated on the eastern coast of the United States, 23 per cent (all petroleum) from Mexico, 7 per cent from the United Kingdom, and 5 per cent from Continental Europe.

Of this westward traffic, 36 per cent went to our own western states, 24 per cent to the Far East, 20 per cent to the west coast of South America, 15 per cent to Australia.

The traffic moving eastward was heavier, totalling 411,000 tons of cargo. Our western coast led in the proportion of shipments, having 44 per cent. The west coast of South America followed, with 26 per cent. Australia was third, with 12 per cent, and Hawaii fourth, with practically 10 per cent, all sugar.

Of this eastward traffic 36 per cent moved to the eastern coast of the United States, 28 per cent to the United Kingdom, and 26 per cent to Continental Europe.

The year which has closed was the best the Panama Canal has yet had. Even so, receipts from tolls, \$12,280,000, lacked \$4,200,000 of meeting the Government's expenditures for the Canal.

In 1920, the Suez Canal, the accounts of which have now been published, had an excess of receipts over expenditures of 191,000,000 francs, or, say, at present rates of exchange about \$15,000,000. On top of that there were 101,000,000 francs of profits in exchange. Altogether, the shareholders got dividends of 280,000,000 francs. The quantity of goods carried through the Suez Canal in 1920 was 72 per cent larger than in 1919, but still 34 per cent under the traffic of 1913. The great improvement was in manufactured goods going to the countries beyond Suez. The outward-bound traffic was 6,318,000 tons. Before the war, the American flag scarcely counted at Suez; it has now got up to fifth place in the percentage of tonnage it covers.



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The accompanying illustration shows the Fifth Avenue Building, New York City, built of Indiana Limestone fifteen years ago. Simplicity is its architectural keynote, as the builders realized that the stone itself is so magnificent, very little embellishment was needed to assure them a permanently beautiful structure.

It is a noteworthy fact that every gold medal awarded by the Fifth Avenue Association—an organization of merchants, business men and architects, one of whose chief interests is to make Fifth Avenue the greatest street in the world—has been given to Indiana Limestone buildings.

Indiana Limestone Quarrymen's Association
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(For Years the Standard Low Priced File)

Made of solid, kiln dried oak and furnished in Golden, Natural or Weathered finishes; Birch Mahogany 10% extra. Every one of the joints in the frame of this file is interlocked, glued and screwed guaranteeing a long lived, non-rackable letter cabinet. Drawers are equipped with easily adjusted follow blocks to keep contents in vertical position. An assortment of drawers enables one to arrange a cabinet to provide for the filing of most any standard size business cards and papers. Files can also be had in most any accessible heights and in Cap and Invoice widths in addition to the regular Letter widths.

Dealers are Most Everywhere

and will be glad to quote you on any of the thousand items in our big Office Equipment, Office Supply and Filing Catalog, a copy of which will be sent you as well as copy of interesting booklet entitled

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Increase Your Desk Space

By Using a **Weid**
SWINGING STAND



\$5*

Made strong enough to hold typewriter or adding machine—just the thing for stenographer's use for holding notebook while taking dictation. Tops are 14" x 18" and are furnished in Golden, Natural or Weathered Oak or Birch Mahogany. If your dealer cannot supply you, write direct.

*Prices quoted apply in north, central and eastern states. Trade higher in west, south and southwest.

The Weid Manufacturing Co.

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An Adventure in Foreign Trade

Some excerpts from the diary of a business man who set out to get things done

SAMUEL VAUCLAIN, president of the Baldwin Locomotives Works, has a way of going out and doing things for himself. When he thought Roumania needed locomotives he went there and traded engines for oil. His notes of his trip have been circulated among some of his business associates. Humor and humanity mark this unpretentious record of a remarkable adventure in foreign trade. Here are some chapters:

ALL that could be seen, from Paris to Vienna, appeared like a dream to me. Everything was beautiful and everybody was extremely busy, Switzerland especially so. Its railway equipment was in apparent excellent order—the French rolling stock was poor. The Austrian locomotives were in bad shape but of splendid type. I rode on a magnificent "Reversed Pacific" type locomotive; a four-wheel truck under the fire-box, three pairs of drivers and a pony truck leading.

I suppose the builder got the boiler on the wrong way, but she was as easy riding an engine as I have ever been on, and she could certainly run some. My friends took exception to my riding on locomotives, so I had to quit; in fact I do not seem to be able to do anything I would like to do, without somebody objecting to it, but nevertheless I am determined to be happy and get through this business in the shortest possible time.

THE Minister of Railways (Polish) had his private car attached to our train, so he could have a consultation with me on our way to Cracow. He told me 44 per cent of his locomotives were out of repair, and that it was almost impossible to get anything done; that the relations between the various countries were such that they could not have the work done by them, and that there was great risk in sending motive power into other countries for repairs, as that country would keep the engines and there was no way of getting them back, unless they went to war again, and that was undesirable.

AT TOMAN we picked up a very estimable Roumanian lady. Mr. Bockius noticed her trying to get into a wagons-lits sleeper immediately ahead of ours, but it was impossible. She said she had a compartment engaged for her own use. The brakeman told her our car was out of repair, and she could not get in it; but Mr. Bockius spoke to her and found she spoke good English. She explained her dilemma to him and was then landed in our car for her trip to Bucharest. As we had a spare stateroom we placed it at her disposal.

Very soon we found we had picked up a prize. She is personally acquainted with the Queen, and was on her way to visit her. She will report to the Queen our generosity and gallantry (Bockius made a great hit). After due season, the "President" was introduced, and we immediately talked business.

It seems she has a shipyard of her own, and is going to repair some locomotives in it. I found she had some oil lands and was on her way to Bucharest to have an expert examine them, as her geologist reported to her most favorably. I lost no time in obtaining the refusal of these lands for our syndicate. She also told me of some other friends who owned 10,000 additional acres, and that she would see them. In fact, I be-

lieve if I were to remain with her for a week or two, I would be in partnership with this lovely old lady. I am quite sure I could make more money in Roumania in a year than I could in Philadelphia in ten; but then, the going is not so good here. However, the old lady is very happy and is stowed away comfortably for the night. I hope she will have a pleasant time and be able to return as comfortably as she was while journeying with us, but I doubt if such will be the case.

I am quite sure you would be pleased with the women here. They would remind you of the Navajo Indians of New Mexico. They must be of pure Roman descent. They dress themselves in practically the same way, and are just as fond of colors. Here the men wear their shirt-tails outside and some of them are embroidered most beautifully. The next shirts I have made I am going to have the tails embroidered, even though I may not be permitted to wear them outside.

YOU would also be amused with some of our fellow-passengers, who are not human beings. About every sixth man has a pig in a bag and nearly every woman has a chicken on her arm, in addition to her baggage. Some have a goose and some have a kid. One good lady came along carrying a rabbit. At the present time there are not less than seven pigs on top of our car. The squealing prevents anybody sleeping except those accustomed to such things. I just looked into Mr. Bockius' compartment and he is not yet sleeping. But these things make the trip pleasant and make you feel you are in Roumania, and not traveling in America, or even in France. I am fond of something new—it makes life interesting.

ARRIVING at the Palace (Bucharest) we were ushered into a waiting room, and promptly at six o'clock a messenger from the King appeared, and separated me from the party, and ushered me alone into the Presence of the King. He was a jolly-good-fellow and seemed delighted to meet me. He was fully conversant with the conditions and needs of his country. He spoke very good English. He was anxious to have my impression of the country through which I had traveled. I found that he had a splendid grasp upon the situation and that he was also of my opinion, that Roumania must first build up her export trade before she could begin to pay her debts and that the most essential need at this time was locomotives.

At quarter of twelve I went with Colonel Greble to the Palace of the Queen, and promptly at twelve the Queen received us. I spent a most delightful hour with her. I was astonished at the complete knowledge she had of the locomotive transaction and she said she hoped I would be able to arrive at some agreement with her Ministers; that it was imperative the country should secure locomotives as soon as possible; that the previous Ministry had been dilatory in the matter; that the new Prime Minister, General Averescue, was a representative of the people, and that he was a man of great resources and that both the King and she had the utmost confidence in his ability to provide for the necessities of her people, and to place the country on a business footing with the other nations of the world. She said she regarded us with great affection as being the first people to come and offer material assist-



"A ghastly price to pay for my delay!"

" I should have *known* it would happen! They warned me—and I *laughed*! I can see the papers already—they'll say he was careless—that he stumbled into an open-knife switch—that his heart was weak. *Someone* may believe it. But I could have saved him—and I thought I was saving money by not installing safety switches! Now, if he doesn't live—"

Fiction? Never! It happens somewhere every day! In every state the tragic toll of the open-knife switch is growing!

Can this frightful tragedy happen out in your own plant tomorrow—next week—next month? Are you still openly

inviting it—are you still using open-knife switches?

A Common Enemy— the Open-Knife Switch

The obsolete open-knife switch is a constant, deadly menace to life and property. It puts the fangs of swift and unexpected death into **SAFE ELECTRICITY**! Fire marshals have blacklisted it, architects have outlawed it, safety commissions have attacked it, electrical contractors have denounced it—and now the National Board of Fire Underwriters has condemned its further use by openly recommending the enclosed safety switch in its place!

Danger!



Do This Today!

Are you still endangering the lives of your workmen? Is your plant still equipped with treacherous, unprotected, open-knife switches? **FIND OUT NOW!** Tear out this advertisement! Take it out into your plant! Check up how many obsolete, dangerous open-knife switches you are still using! Then phone any good electrical contractor, *Don't wait to write!* He can quickly tell you the exact cost of 100% protection with Square D.

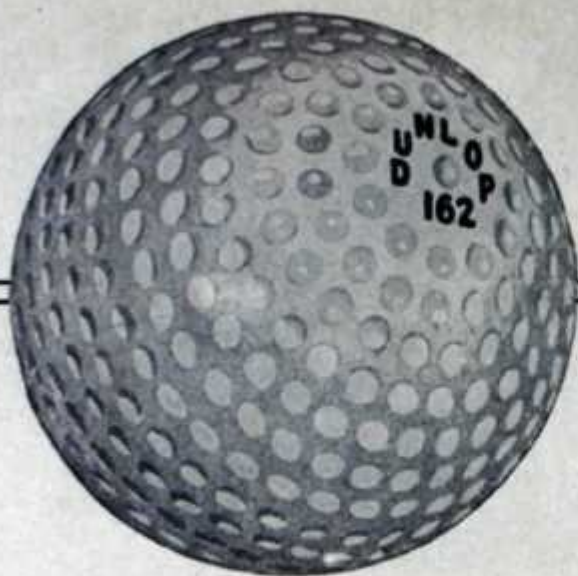
NEW PRICES—a drastic price reduction on all Square D Switches.

Square D Company, Detroit, U. S. A.
Canadian Factory: Walkerville, Ontario

Safety!



Square D Safety Switch Makes Electricity Safe for Everyone



IT'S HERE— DUNLOP 162!

This is the Dunlop ball that sprang into the limelight almost over-night on the other side of the water.

It is the ball awaited here by Professionals and other good golfers to whom its reputation was known before it was imported into this country.

The 162 is the new leader of the Dunlop line—the best ball Dunlop has ever made.

It was no easy task to make a better Dunlop ball, as you can guess. The 162, however, adds to the fame of Dunlop and stands as a real achievement in golf ball manufacture.

Play a Dunlop 162 on your next round, and you will find that it will lengthen your drive, hold the line of flight, putt perfectly and at the same time stand a lot of hard knocks.

The price of the Dunlop 162 is \$1.10 each. It's sold by professionals everywhere.

The Dunlop line offers you choice of four other excellent balls: the DURABLE and the MAGNUM, at \$1.10 each; the Dunlop 29 at \$1.00 and the Dunlop 31 at 90 cents.

DUNLOP TIRE AND RUBBER CORPORATION
OF AMERICA

Golf Ball Department, 17 East 42nd Street, New York, N. Y.

DUNLOP

ance to her country; and that our action was appreciated by the King and by herself and that her Ministers had already informed her of the gracious manner in which we had so far conducted the negotiations. She spoke of her work among her people and was so entertaining that had it not been for the clock on the mantelpiece I would have forgotten the King's luncheon.

I then asked to be excused and reminded her I would have to go back to my office, but she asked, "Are you not going to lunch with the King and myself?" I said I was, but that my friends were invited, and I must go to bring them as I had promised to return for them, not thinking that Her Majesty would grant me so long an interview. The Queen was somewhat flustered, and rather fell over herself when she undertook to say Adieu, but was quick to say that she would anxiously await my return.

I HAD the pleasure of giving the Minister of Public Works a very complete lecture upon how to run a workshop and how to handle workmen. I illustrated by throwing some money on the ground which the men all ran after to pick up. This explained very forcibly the fact that everybody would scramble to pick up money, but that nobody there seemed to have the slightest desire to pick the machinery lying around, all over the shop floor, each piece of which was more valuable than any of the money which I had scattered. They all saw the point at once, and thought it was a good way to demonstrate the reckless manner in which they were handling things. The Minister answered that they would be corrected at once and thanked me for the illustration, saying that they had never before thought of it in that light.

I WAS particularly interested in riding the locomotive as I was anxious to find out how their Pacific type locomotives rode and how they fired crude petrol in connection with lignite. The engineer spoke German very well and I spoke German very poorly, so we averaged up sufficiently well to get along together; in fact, I became very good friends with both the engineer and fireman, but I am not quite sure whether it was due to my gracious manner or the indescribable currency which I deposited in the hands of each. This money we handle over here seems to have no value, but still it buys everything you want.

The ride out of Bucharest was very fine. I never rode a smoother riding engine. Of course, we seldom made over 60 kilometers an hour, but she rode like a Pullman car, rather dirty, not because she made smoke or soot, but because it had been some time since anybody had wiped her off, but she was a good old horse and I was pleased with her.

WE LEFT the Serbian Minister of Communication's office with the understanding that Colonel Atwood, Colonel Coe, and their wives, and Captain MacMillan, who was by the way Master Mechanic on the Madeira Mamora Railway in Brazil, would dine at the Moscow Hotel. Captain MacMillan repaired the Baldwin engine we sent down with the Collins Expedition, which, as you know, ended so ingloriously. You will remember when Sheldermine went down some thirty years later for the company which was organized, that the original locomotive was standing with a tree growing out of the steam chest. We have a photograph of this somewhere among my correspondence. The locomotive was put in shape by MacMillan.

Westinghouse

ELECTRICAL APPARATUS FOR EVERY PURPOSE

This advertisement was prepared by a Westinghouse employee, a district office representative, whose business is not to write advertisements, but to assist in the sale of Westinghouse products.

Electrification of Industry

To lighten the burdens of man; to increase his output and his income; to improve his work; to make his condition more tolerable and his life more complete; that is the function of Electricity and the mission of Westinghouse.

And this is the view of thousands of the employees who do their daily work in the great Westinghouse organization. To them, Westinghouse is something more than a mammoth corporation, with its dozens of factories, its hundreds of offices, its thousands of workers; it is a great force, a power for civilization, a huge but skillful tool for the service of humanity.

They see its products not as so many motors or so much apparatus. They have a bigger vision of labor saved, of convenience added, of

production increased. They think of the things which Westinghouse makes as contributions to the speed and smooth-running of the machinery of progress.

Westinghouse employees are proud of the great accomplishments of their company, whether expressed in the great steel-mill motors, the massive locomotives, the giant steam turbines and generators; or in the small applications that add so much to the convenience and comfort of every-day life—the little motors and heating devices that are used in homes all over the world.

Because, in the electrification of industry, and in the aids that it brings everywhere to those who have work to do, Westinghouse serves mankind.

WESTINGHOUSE ELECTRIC & MANUFACTURING COMPANY
Offices in all Principal Cities • Representatives Everywhere



RESEARCH

Westinghouse Research Departments seek continually for the new and better ideas which Westinghouse engineering embodies in the electrical developments that mark the frequent forward steps in electrical progress.



MANUFACTURE

The Westinghouse manufacturing organization operates twenty-eight separate plants, each of them building, inspecting and testing their own specialized products, each peopled by men who know their work.



APPLICATION

Commercial engineers work out of eighty-eight district offices to make careful studies of operating conditions, and to apply Westinghouse electrical apparatus to industry as it should be applied.



SERVICE

"Westinghouse Service follows the sale." Service engineers see to it that industry gets the maximum value and the longest possible service, out of Westinghouse apparatus when it has been put to work.



A better way to keep warm next winter



Not larger bins and more coal—
Not heavier clothing to bundle your shivering
body in—

Is your home one of these?

All over this land there are dwellings that have hundreds of feet of heat-conducting pipes and flues devoid of any protection against the loss of the precious heat that passes through them—and a square foot of bare surface, under average conditions, wastes one hundred pounds of coal in a year.

And even where there has been some attempt at insulation, the application has been so poor and the choice of covering so unscientific that the heat waste is almost as great.

Working in close touch with the big

industries of the country, Johns-Manville has learned through long experience what can be saved and how to save it under practically every condition.

And because Johns-Manville methods are recognized as standards of insulating practice, the big industrial coal consumers of the Nation are coming to us constantly for advice and recommendation on heat and power saving.

How to solve your problem

For you too, if you own a house or have a heating problem, this Johns-Manville Service is available. Go into your cellar, look understandingly at your pipes and flues, whether steam, hot water or hot air.

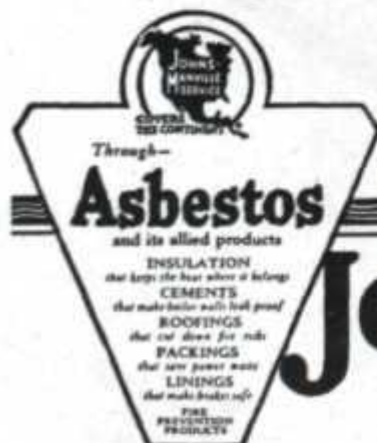
Are they covered? Are they covered in the best way by the proper material? For instance, are they covered with Johns-Manville Asbestocel, a covering that has been proved superior to anything else for domestic use?

Consult the best heating contractor in your town, or write us, describing the conditions.

There is every probability that at small cost you can find through better Insulation the answer to more heat for less coal next winter.

And this summer is the time to act.

John-Manville Insulations
Asbesto-Organic Felts, 85% Magnesia,
Asbestos, Air-cell, Anti-Sweat, Ears Insu-
lation, Ammonia Insulation, Underground
Conduit Insulation and Insulating Compounds



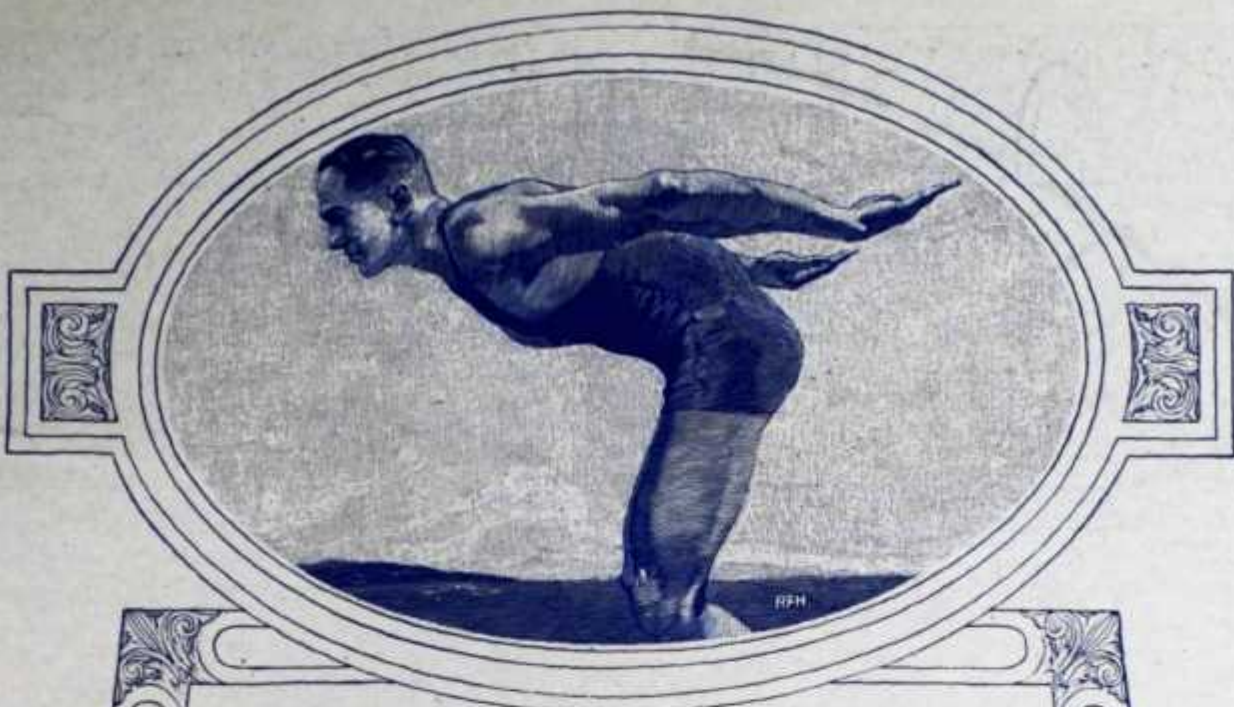
JOHNS-MANVILLE, Inc., Madison Ave., at 41st St., New York City

Branches in 64 Large Cities

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JOHNS-MANVILLE

Serves in Conservation



Speed in any race is dependent
upon a fundamental soundness.

The great speed at which the Mimeograph delivers excellently printed copies is due to a remarkable fitness—in method and construction. The Mimeograph mechanism is simple, and therefore sturdily efficient. The method is direct, and therefore quick and economical. There is no other way to get five thousand exact impressions of a typewritten sheet within an hour—and forty thousand a day thereafter, if needed. The Mimeograph holds a far lead in world sales because it is the speediest means of duplicating letters, bulletins, tags, designs, plans, etc., at small cost and in clean-cut form. Let us show you how it will save money for you—just as it is saving for thousands of others. Get booklet "N-7" today. A. B. Dick Company, Chicago—and New York.



Truck buyers should study chassis weight; it has a lot to do with cost of truck operation

Autocar short wheelbase means light chassis weight—the paying load is more than half of the total weight (chassis, body and load).

Heavy Duty Autocar—120-inch wheelbase Chassis \$4350. (F.O.B. Ardmore, Pa.)

Weight of Chassis	7,000	pounds
Weight of Body and Cab (includes power dump)	2,635	"
Load	10,000	"
Total over-all weight only	19,635	"

Heavy Duty Autocar—156-inch wheelbase Chassis \$4500. (F.O.B. Ardmore, Pa.)

Weight of Chassis	7,150	pounds
Weight of Body and Cab	1,625	"
Load	10,000	"
Total over-all weight only	18,775	"

This relation of weight of paying load to total weight is one reason for the economy of Autocar operation that is being demonstrated by thousands of Autocar users.

THE AUTOCAR COMPANY, Ardmore, Pa., Established 1897

The Autocar Sales and Service Company

New York	Boston	Philadelphia	Pittsburgh	Chicago	San Francisco
Brooklyn	Providence	Camden	Baltimore	St. Louis	Sacramento
Newark	Worcester	Allentown	Washington	Dallas	Oakland
Schenectady	New Haven	Wilmington	Richmond	Los Angeles	Stockton
Syracuse	Hartford	Atlantic City	Atlanta	San Diego	Fresno
Buffalo	Springfield				San José

Represented by Factory Branches in these "Autocar Cities". Dealers in other places.

Autocar

Wherever there's a road